

Advertising & Selling

FORTNIGHTLY



Photograph by Alfred Cheney Johnson for Oneida Community

JULY 29, 1925

15 CENTS A COPY

In this issue:

“Trimming Sales Costs to Meet Today’s Competition” By WILLIAM R. BASSET; “The Need for More Frankness in Client Relationship” By ARTHUR ROYCE MACDONALD; “What Are a Publication’s Rights to Censorship?” By WILLIAM E. CAMERON; “Charge Against the Department Store.”

June Advertising in Chicago

This statement of display advertising for the month of June, 1925, is striking evidence of The Chicago Daily News' leadership in the six-day field in the following important classifications:

AUTOMOBILES

The Daily News First....66,180 lines
The next paper.....46,636 lines

BOOKS

The Daily News First....4,364 lines
The next paper.....3,470 lines

CHURCHES

The Daily News First....4,638 lines
The next paper.....826 lines

DEPARTMENT STORES

The Daily News First...541,583 lines
The next paper.....239,792 lines

FURNITURE

The Daily News First....79,419 lines
The next paper.....50,585 lines

GROCERIES

The Daily News First....83,620 lines
The next paper.....68,347 lines

HOUSEHOLD UTILITIES

The Daily News First....12,513 lines
The next paper.....10,871 lines

"OUT OF THE LOOP" STORES

The Daily News First...126,822 lines
The next paper.....64,500 lines

RADIO

The Daily News First....9,088 lines
The next paper.....8,497 lines

RESORTS

The Daily News First....38,000 lines
The next paper.....34,584 lines

TOTAL DISPLAY ADVERTISING

The Daily News First..1,289,314 lines
The next paper.....1,124,501 lines

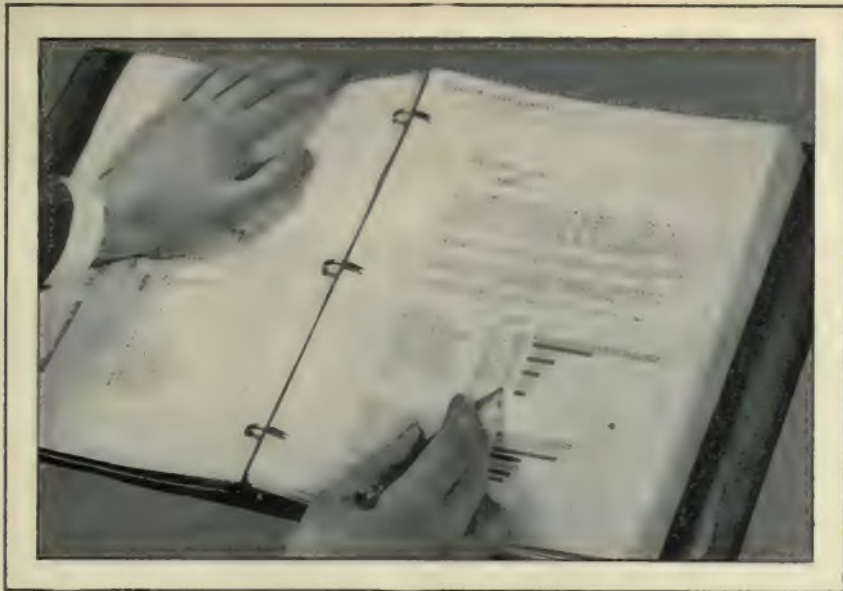
The position of The Daily News among advertising mediums in Chicago—reaching “most of the people all the time”—is further emphasized by the fact that it leads all other Chicago daily newspapers in the number of “want-ads” printed, the total for June, 1925, being 87,126 as against 81,090, the next highest score.

Manufacturers who wish to establish and maintain their products at the top of competition in Chicago wisely advertise in

THE CHICAGO DAILY NEWS

First in Chicago

Figures furnished by Advertising Record Co., an independent audit service subscribed to by all Chicago newspapers



Are your customers 12 to 1 *for or against you?*

THE owners of a certain business had decided that their product must conform to prevailing styles. Accordingly, they had designed and pushed models in which the feature that had been basic in the product originally was obscured if not almost lost sight of.

But in spite of this effort to do what seemed to be the right thing, sales slumped. The situation became serious. They at length realized the need of finding out what people really thought about their goods.

A Richards Field Survey was undertaken. When it was completed, the findings left no room for doubt. Ninety-two per cent of those users who were interviewed said that they bought the product because of the features it had as originally designed. In other words, by a majority of 12 to 1 *they didn't give a hang for style!*

Although this case is extreme, it is our judgment based on experience that no manufacturer should try to decide marketing problems without first knowing exactly how his cus-

tomers view his goods. Hence our first step in arriving at advertising and sales plans is to get the views of many people, sometimes thousands of consumers, retailers, and jobbers. This first-hand information, together with our recommendations, is called a Richards Book of Facts and becomes the exclusive property of the manufacturer.

For such manufacturers, a Richards Book of Facts is a constant source of sales and marketing information. One business head expresses its value when he says, "Instead of guessing blindly and stumbling along in the dark, I now have a fund of practical information that provides a logical background for everything I do."

Our new booklet "Business Research" tells how "Facts first" may be applied to a business. Write for a copy.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue New York City
An Advertising Agency Established 1874

Member AMERICAN ASSOCIATION ADVERTISING AGENCIES

RICHARDS "Facts first—then Advertising"

TRADE MARK REG.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
WELLSWORTH OPTICAL PRODUCTS
TARVIA
DUZ
WALLACE SILVER
HAVOLINE OIL
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
SILVER KING GINGER ALE
L & G AGATE WARE
BONDED FLOORS
TAO TEA BALLS
NEW-SKIN

What we've done for others we can do for you.



*Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau*

Page 5—The News Digest

C. P. McDonald Company, Inc.

New York advertising agency, announces the addition to its organization of William Mahoney, formerly with L. C. Gumbinner of the same city, and Ralph F. James, previously connected with the National Lead Company and the Mutual Benefit Life Insurance Company of St. Louis. Mr. Mahoney will be connected with the art department and Mr. James will act in the capacity of representative.

Lyddon & Hanford Company

New York office, will direct advertising for the Barclay Corset Company, Newark, N. J.

The Powers-House Company

Cleveland, will direct advertising for the Glenn L. Martin Company, same city, manufacturers of airplanes. This company has also perfected an article in the radio field which will be announced shortly.

P. C. Gunion

Has resigned as advertising and market research manager of the Hyatt Roller Bearing Company of Newark, N. J., and will take an extended trip abroad to make a personal study of business conditions in various foreign countries.

C. J. O'Reilly

Until recently secretary and treasurer of the E. W. Hellwig Company, New York, has joined the staff of James F. Newcomb & Company, Inc., same city, as account executive.

The John Budd Company

Has been appointed national representatives of *The Lakeland* (Fla.) *Evening Ledger*.

Barron G. Collier, Inc.

Has purchased Artemas Ward, Inc., of New York, street railway advertising company, and its subsidiaries, which include the Listerated Gum Corporation and several other concerns. The business was willed to Harvard University by Mr. Ward upon his death last March and it was from the trustees of the estate, representing Harvard, that the purchase was made. The business will be continued under its present name and the present offices will be maintained to direct the advertising in the Interborough lines, the contract for which together with the vending privileges was awarded to Mr. Collier's concern a short time ago. W. Burgess Nesbitt and Louis Cohn, both of whom were long associated with Mr. Ward, will remain with Artemas Ward, Inc. This purchase marks the latest and greatest development in Mr. Collier's effort to unify and standardize street railway advertising media, in which business he has been engaged since its earliest days, some thirty years ago.



The Thumbnail Business Review

By Floyd W. Parsons

CONSIDERING that we are in the middle of the vacation period, when there is always a slowing down in trade activity, it may be stated with confidence that the business situation generally has shown an encouraging improvement in recent weeks. Textiles, metals and sales of mail-order houses are progressing favorably. Business failures decreased in June. Crops are in good shape and the promise in corn is for the third largest crop on record. As compared with last year, this year's corn production should show an increase of at least 600,000,000 bushels.

Car loadings continue at a record rate, practically all districts showing increases. The second week in July showed an increase of 72,826 cars over the corresponding week of last year. Leading economists are almost unanimous in the prediction that fall business will be good. All signs indicate that industrial activity is gathering momentum. Optimism is supplanting the pessimism that prevailed during the spring. During recent weeks bank clearings and debits have reached new high levels, while on the exchanges security prices have risen to a record average.

About the only cloud on the horizon at the present moment is the possibility of a coal strike. There is not much more hope now than there has been in the past for the mine operators and the miners to undertake the big job of cleaning up their own house. This industry has been a threat to business and a drag on general prosperity for more than a generation. A coal strike is not only possible but quite probable, and though it is a disagreeable thought to entertain, it is nevertheless true that a mining suspension would be a good thing if it should bring a final and lasting settlement of our fuel difficulties.

Ajax Advertising Agency, Inc.

New York, will act as advertising counsel for the Universal Crepe & Tissue Mills, Inc., Ballston Spa., N. Y.

Myers-Beeson-Golden, Inc.

New York, will direct advertising for the Fostoria Pressed Steel Company, Fostoria, Ohio. This concern recently purchased the entire business of the Ashland Manufacturing Company of Ashland, Ohio, manufacturers of the Eureka line of automobile jacks and pumps. The plant is being moved to Fostoria, where the line will continue to be manufactured and sold by the Fostoria company.

"Time," Inc.

Announces the removal of its editorial and circulation departments to Cleveland, where the magazine will now be printed. The advertising department will continue to function at the old address, 236 East Thirty-ninth Street, New York, under the direction of Robert L. Johnson, advertising manager. Howard Black has been appointed Eastern manager, effective August first, and F. S. Dusossoit, Southern manager, has been transferred to the New York territory.

Lejaren à Hiller

President, and Julian Langner, vice-president of the Lejaren à Hiller Studios, will become associated with Underwood & Underwood, Inc., commencing August first. Mr. Hiller will be vice-president in charge of commercial photography in the new organization. Several members of his technical staff will continue with him, and the present commercial photographic staff of Underwood & Underwood will be retained. The Elliot Service Company recently purchased the controlling interest in Underwood & Underwood.

Campbell-Ewald Company

Detroit, will direct advertising for the Great Lakes Refining Company, Detroit and Toledo, manufacturers of Cyclo Gas, a new automotive fuel which is produced by a new petroleum distillation process.

William A. Sittig

Has been appointed manager of the western office of *The Modern Priscilla*, Peoples Gas Building, Chicago.

"Automotive Daily News"

A new trade paper devoted to every important division of the automotive industry will be published every day except Saturday and Sunday, commencing early in August. The Automotive Daily News Publishing Company, Inc., which has been organized to handle this project, will be located at the publishing plant, 25 City Hall Place, New York. The officers of the new concern are: president, O. J. Elder; vice-presidents, E. C. Wright and George M. Slocum; treasurer, G. L. Harrington; secretary, Alexander Johnston. Mr. Johnston will have charge of the editorial department and Mr. Wright will be director of advertising.

[ADDITIONAL NEWS ON OTHER PAGES]

Advertise to Telephone Subscribers



Old methods of finding and measuring the market for concentrated advertising effort are superseded by the Telephone List.

The Telephone List marks off from the total families in the United States the 8,419,668 homes with telephones.

These homes with telephones are something more than homes which can afford telephones. They are homes of families that need telephones, because the wider demands of their daily lives require this labor-saving device. It is not the telephone, but what it stands for that makes these homes better markets. The telephone means greater social activity, greater buying power and a scale of living in which the telephone rent is negligible beside the help it affords. More than that, the telephone reveals a state of mind toward the community, a desire to keep in touch, a wish to know, which makes telephone subscribers receptive to sellers of worth while goods.

Therefore, the families of telephone homes are magazine readers as well as better buyers. They can be reached by mag-

azine advertising. The same open, curious state of mind that demands the telephone demands the magazine, and especially the magazine of information.

That is what links The Digest so closely to the telephone home. Both are labor-saving devices. Both are means to an end. The telephone keeps one in touch with the world. The Digest brings the acts and thoughts of the world to the home. The telephone saves miles of traveling. The Digest saves hours of reading.

Because of this close analogy between the telephone and The Digest, and because the presence of the telephone reveals the most worth while home to cultivate, The Digest has devoted its advertising campaigns primarily to the telephone homes, for ten years.

In the ten years (1915-1924) The Digest has mailed more than fifty million circulars to telephone subscribers. It has increased its circulation to more than 1,300,000 copies per week and can make to the advertiser this definite statement:

The home with
a telephone is the
best market
and the best million telephone
homes are subscribers
for

The Literary Digest

"In the motive lies the good or ill."—Dr. Johnson

Trenton Evening Times.

FINAL
Wall St. Closing
(1925)
Auto Department

39,441
Net Paid Daily Average
Circulation—June

VOL. XLIV—No. 161.

Trenton, N. J., Wednesday, July 8, 1925.

26 Pages—208 Columns

Price, Two Cents

PROBE RELEASE OF WOMAN WHO THEN SLEW DAUGHTER

Two Seek \$100,000 Damages from Isaiah Birks

ASSERT HE BALKED AT LAND SALE

Zelenski and Labell Accuse Real Estate Agent of Confronting

BIRKS DENIES THE DID THE REPUTATING

For the Trenton Evening Times, July 8, 1925. The Trenton Evening Times, July 8, 1925. The Trenton Evening Times, July 8, 1925.

Seed For \$100,000

Isaiah Birks

YOUNG WIFE IS NEAR DEATH IN LOVE TRIANGLE

Wife to Kill Husband After Finding Husband With Another Girl

BARONESS DIES IN LONG PLUNGE AT HOTEL PARTY

Drops From Seventh-Story Window After Faint

INVESTIGATORS FIND WHISKEY BOTTLES

NEW YORK, July 8.—(Special Telegrams.)—The coroner's jury today returned a verdict that the death of the baroness was caused by a fall from a window of the Hotel Waldorf-Astoria.

Seriously Ill Again

Clarity Mallockum

SAY GAS FUMES MENACE HEALTH OF 1,000 NEARBY

Township Residents in Protest Against Plant Located Here

LABOR CHIEF SEES COAL MINE PEACE

PROGRESSIVE, Earl, July 8.—(Special Telegrams.)—The American Federation of Labor and Congress of Industrial Organizations today announced that it had agreed to a settlement with the coal mine operators.

CROWNIGER'S WIFE FOLLOWS HIM INTO BANKRUPTCY, OWES \$78,244

ATLANTA, July 8, 1925.—The Atlanta city court today announced that the wife of a bankrupt had followed her husband into bankruptcy.

Quizz Hospital Chief



Dr. Henry A. Calkins

ASYLUM'S DIRECTOR ON STAND

Dr. Cotton Dennis Killed Showed Nomicidal Tendencies

MONEY PROVIDED FOR COMMITTEE

For Henry A. Calkins, director of the Trenton State Hospital, was called before the Budget Commission today.

WORKERS, TAKEN AS THUGS, JUST ESCAPE BULLETS

Breached Hospital Grounds Kicked As Shots Bared Miss Ruppman

FLASHES

PREDICTS BIG TAX CUT WASHINGTON, July 8.—(Special Telegrams.)—The treasury department today announced that it expected a big tax cut.

REPORT TO RACE

REPORT TO RACE WASHINGTON, July 8.—(Special Telegrams.)—The treasury department today announced that it expected a big tax cut.

IT WILL RATES AS DAY ADVANCES

Mercury Drops to 76 Degrees. 16 Below Yesterday's

MAN IS SOUGHT THEIR'S KIDNAPER

Snatched From Leven By Three, Who Escape in Machine

WOMAN MARRIES TRESS

WOMAN MARRIES TRESS NEW YORK, July 8.—(Special Telegrams.)—A woman today married a man named Tress.

LOVEY OR PITY

LOVEY OR PITY NEW YORK, July 8.—(Special Telegrams.)—A woman today married a man named Tress.

Dancer Released in Heavy Bail After Shooting Act of Violence

Dancer Released in Heavy Bail After Shooting Act of Violence NEW YORK, July 8.—(Special Telegrams.)—A dancer today was released in heavy bail after a shooting act of violence.

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

2,341

copies daily

Kelly-Smith Co.

National Representatives

Chicago

LIFE TERM FOR BOY WHO KILLED FATHER

LIFE TERM FOR BOY WHO KILLED FATHER NEW YORK, July 8.—(Special Telegrams.)—A boy today was sentenced to life in prison for killing his father.

CHILD IN WACKERZIE MOTHERY ADOPTED

CHILD IN WACKERZIE MOTHERY ADOPTED NEW YORK, July 8.—(Special Telegrams.)—A child today was adopted by a woman named Wackerzie.

GIVES THEORY TALK

GIVES THEORY TALK NEW YORK, July 8.—(Special Telegrams.)—A man today gave a talk on the theory of evolution.

BOY SWIMMER HURT

BOY SWIMMER HURT NEW YORK, July 8.—(Special Telegrams.)—A boy today was hurt while swimming.

BARRADALL NAMED

BARRADALL NAMED NEW YORK, July 8.—(Special Telegrams.)—A man today was named as a candidate for a position.

GOVERNOR TO ATTEND WITH-MILLER DEBATE

GOVERNOR TO ATTEND WITH-MILLER DEBATE NEW YORK, July 8.—(Special Telegrams.)—The governor today announced that he would attend a debate.

HURT BY AUTO, SUES

HURT BY AUTO, SUES NEW YORK, July 8.—(Special Telegrams.)—A man today sued a woman for injuries sustained in an auto accident.

EMPLOYEES CITY RESULTS

EMPLOYEES CITY RESULTS NEW YORK, July 8.—(Special Telegrams.)—The results of a city election were announced today.

WEATHER

WEATHER Fair Tonight Unsettled Tomorrow, Showing Slightly Cooler

WEATHER

WEATHER Fair Tonight Unsettled Tomorrow, Showing Slightly Cooler

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WEATHER

WEATHER Fair Tonight Unsettled Tomorrow, Showing Slightly Cooler

Just a good, honest newspaper, giving everybody a SQUARE DEAL. THAT'S ALL!

SIX MONTHS' NET AVERAGE CIRCULATION 39,450 COPIES DAILY

THE influence of the Condé Nast Group of magazines on . . .

department stores, specialty shops, haberdashers, sporting-goods houses, furniture stores, jewelry stores, drug stores, architects, builders, interior decorators, motor manufacturers . . .

is simply immeasurable.

Why is this? Why do they subscribe, check our advertising pages, write us for style trends, use our name as authority for their merchandise in their local advertising and selling? We don't edit our magazines for these people. Yet they read them intensively and follow them closely. Why?

Because our readers are their most valued customers. These shrewd business men forecast their demands by studying the pages of our magazines. Experience has taught them that the Condé Nast Group is a powerful machine for the moving of quality merchandise.

This powerful influence with the trade is available in no other way. And—ridiculous though it seems—we have never charged a cent for it.

VOGUE
VANITY FAIR
HOUSE & GARDEN

THE CONDÉ NAST GROUP

All members of the Audit Bureau of Circulations

Illustrations of LIFE'S Policy of Humor - and Sanity



"Holding Up the Ball Game"

There are but few of us who has not had this experience. Life's artist in this illustration brings back to thousands happy memories of boyhood days.

The response from readers made the editors feel as though thousands had been waiting to see a drawing just such as this. The commendatory letters were indeed pleasing.

It was even more gratifying to note the signatures appended. They proved that people of importance still have time to appreciate "humor and sanity."

Reader interest such as this is valuable. It indicates that a similar response may be expected to advertising.

PARTIAL LIST OF NATIONAL ADVERTISERS USING LIFE IN 1925 WITH COMPREHENSIVE SCHEDULES:

Color

American Tobacco Company
Lucky Strike
Pall Mall
Atwater Kent
Beechnut Packing Co.
Cadillac Motor Car Company
Colgate & Company
The Crane Company
Fisk Tire Company
Ford Motor Company (Lincoln Division)
General Tobacco Company
B. F. Goodrich Rubber Co.
Holeproof Hosiery
Ipswich Mills
Keystone Watch Case Co.
Lambert Pharmacal Company
Parker Pen Company
Pierce Arrow Motor Car Co.
W. A. Sheaffer Pen Company
The Coca-Cola Company
White Rock Mineral Springs Company

Black and White

American Telephone & Telegraph Co.
Apothinaris Agency Company
Bauer & Black
Black, Starr & Frost
Brooks Bros.
Cunard Steamship Company
Coty, Inc.
Crichton & Company
Davy Tree Expert Company
Wm. Demuth & Company
A. R. Dick Company
W. L. Douglas Shoe Company
Dreicer & Company
Eastman Kodak Company
Fisher Body Corp.
The Forhan Company
French Line
General Electric Company
General Motors Corp.
General Tire & Rubber
Gorham Company
Alexander Hamilton Institute
Hart Schaffner & Mars
Hotels Statler Company
Houbigant
Hupp Motor Car Company
Robt. A. Johnston
Lehn & Fink
Liggett & Myers (Faltma)
Mailard's
Maxwell-Chrysler
Mohawk Rubber Company
Munsingwear Corp.
Nordyke & Harmon Company
Packard Motor Car Company
Palmolive
Pepsodent Company
Phillips-Jones Corp.
Phoenix Hosiery Co.
Reed Tobacco Company
Rubberact Company
Society of American Florists
U. S. Shipping Board
Van Ess Laboratories
Welch Grape Juice Co.
Wahl Company
Weyerhaeuser Forest Products
Wrigley's Gum
W. F. Young, Inc. (Absorbine, Jr.)

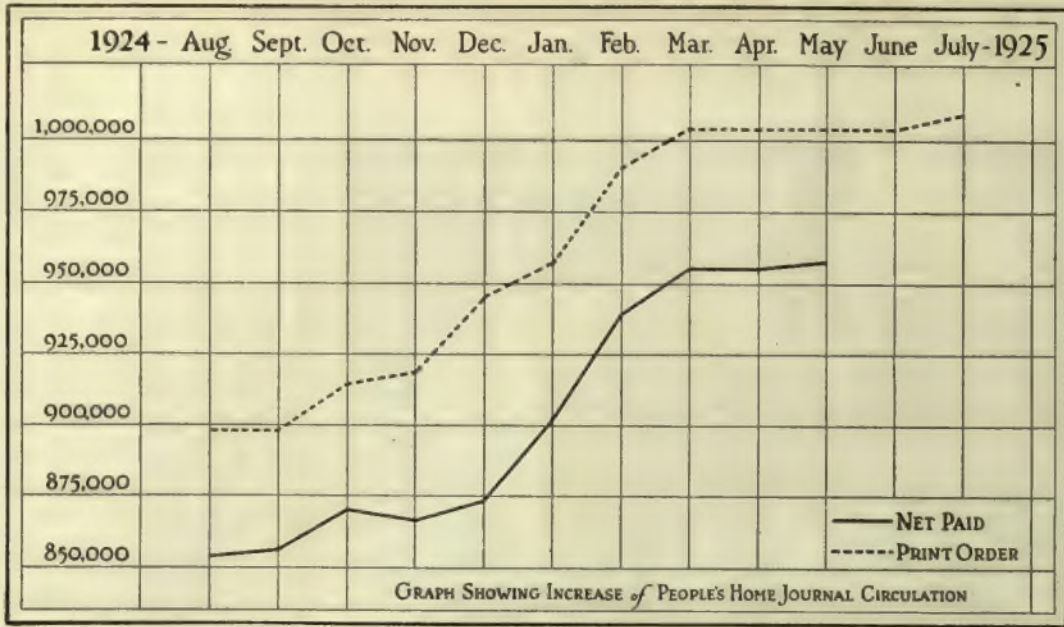
L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

"THE BEST BUY IN THE CLASS FIELD!"



950,000

NET PAID CIRCULATION



OVER

100,000

INCREASE



ADVERTISERS are NOW
receiving 100,000 more
circulation than last year
without an increase in rate.



PEOPLE'S HOME JOURNAL



Why I recommend
MASON TIRES

Mason Tire Advertising

The manufacturers of Mason Tires pursue unswervingly one fundamental policy: To give to the public the twin advantages of riding comfort and long wear by producing a truly good tire and marketing it through reliable dealers.

Building so well and giving such sincere value, Mason naturally demands effective merchandising and advertising service—service of a character that will bring to Mason the success which quality merits.

Mason has entrusted its advertising to the Campbell-Ewald Company.

The Campbell-Ewald organization of 160 people, owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL - EWALD COMPANY

Advertising

General Offices: DETROIT, MICHIGAN

H. T. EWALD, Pres.

E. ST. ELMO LEWIS, Vice-Pres.

GUY C. BROWN, Vice-Pres. and Sec'y

J. FRED WOODRUFF, Treas. and Gen. Mgr.

NEW YORK

CHICAGO

TORONTO

LOS ANGELES

SAN FRANCISCO



Advertising Well Directed

Designer Serial Is Book of the Year

Today—a best seller on two continents



*America
says:*

"A real book . . . done by a master's hands. Sinclair Lewis . . . can stand among the great ones as a man with the divine gift".

WILLIAM ALLEN WHITE.

"Greater improvement on 'Babbitt' than 'Babbitt' was on 'Main Street'."

ATLANTIC MONTHLY.



*England
says:*

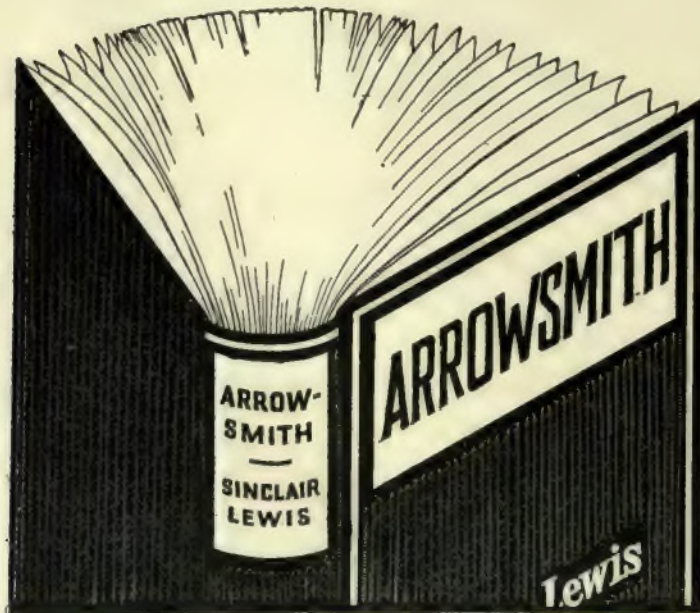
"The book is an unending delight."
THE NEW STATESMAN.

"A stupendous performance."
MANCHESTER GUARDIAN.

"The best work he has yet given us . . . rich in understanding, brimming with fun."

LONDON TIMES.

Last year "Arrowsmith" was enjoyed by Designer readers as they are now enjoying next year's best-seller, "The Blind Goddess," by Arthur Train.



THE DELINEATOR and THE DESIGNER

(The Butterick Combination)

CHICAGO

NEW YORK

SAN FRANCISCO

Advertising & Selling

FORTNIGHTLY

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William R. Basset

Mr. Basset, as president of Miller, Franklin, Basset & Company, occupies a position in the foremost rank of industrial engineers. His lead article in this issue, "Trimming Sales Costs to Meet Today's Competition," is an admirable product of his years of experience and his broad study. It deals with what most manufacturers don't know about keeping down the selling costs of their products. "In selling," says Mr. Basset, "we are children still. What we don't know about selling would fill a book . . . In fact, we already have several hundred books which are filled with little but more or less educated guesses upon this subject." Who is to blame for the present high cost of selling? Lazy or inefficient salesmen? Or may the manufacturer himself be responsible?

M. C. ROBBINS, PUBLISHER

J. H. MOORE, *General Manager*

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
A. M. FRANKLIN

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Sweetland Bldg.: Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4:
Telephone Holborn 1900

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc.

Copyright, 1925

The following gains in advertising lineage reflect the judgment of the keenest space buyers in the business ~

	1924	1925	GAIN
March	28,602 lines	36,910 lines	8,308 lines
April	31,678 "	40,228 "	8,550 "
May	32,097 "	35,234 "	3,137 "
June	31,522 "	37,022 "	5,500 "
July	25,488 "	32,277 "	6,789 "
August	24,900 "	31,838 "	6,938 "
September	24,146 "	29,982 "	5,836 "

✻ [This publication is the only general magazine in the monthly field that has made steady gains this year] ✻

Hearst's International
 Combined with
 COSMOPOLITAN

JULY 29, 1925

Advertising & Selling

FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Robert R. Updegraff Marsh K. Powers Charles Austin Bates
Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner Russell T. Gray
John Lee Mahin James M. Campbell Frank Hough, *Associate Editor*

Trimming Sales Costs to Meet Today's Competition

By William R. Basset

President, Miller, Franklin, Basset & Company

I KNOW at least a hundred representative manufacturers who, although they are selling far more goods than before the war, are doing well to break even—to say nothing of making a profit. They are operating at or close to capacity and most of them are getting more for their products than in 1913. Their factories are more efficient and the gross margin of profit on sales is normal, but still they can't make money.

So it seems that others beside the pampered ultimate consumer, who is ostensibly the pet of business economists, are bothered by the high cost of distribution.

Those who have delved more or less scientifically and thoroughly into distribution costs in the effort to find out what makes the high cost of living high have told us a lot of interesting things—some of which are so. They have told of high freight rates, of the delivery and credit services which we demand from the retailer, of superfluous brokers and jobbers who perform need-

less functions and, favorite criticism of all, they dilate on the extortionate profits these presumably piratical middlemen grab off for themselves.

It is my firm conviction that no element in business—whether middleman or endman—will long endure who does not render a service that

is worth while. I have never run across a middleman who had such a strangle hold on, or who was so popular with, the trade that he could continue for long to exact tribute from the distributive process without furnishing a quid pro quo. Such services are necessary.

The needless costs which eat into the consumer's dollar are largely the fault of the manufacturer, and for once at least, punishment is meted out to those who deserve it, for under present conditions of competition most manufacturers are unable to pass the excess cost along. As a result they are in a serious condition. More than one, unable to make a profit, has voluntarily liquidated, and I know of several others who contemplate the same drastic step.

It is not good for manufacturers to close up shop and quit even though it does not involve losses to creditors or stockholders. In the long run the consumer will suffer, for the withdrawal of concerns fr-



Courtesy Amer. Railway Express

OTHERS besides the ultimate consumer are bothered by the high cost of distribution. Those who have delved into the subject tell of high freight rates, retailer delivery and credit service, superfluous brokers and jobbers and piratical middlemen's profits. According to Mr. Basset, the costs that eat into the consumer's dollar may be laid largely to the manufacturer

production will, in the end, drive prices up in obedience to the law of supply and demand.

In the use of labor saving equipment and cost cutting methods of all sorts in the factory, American manufacturers are unexcelled. Production per man has vastly increased in the past few years.

But in selling we are children still. What we don't know about selling would fill a book. In fact, that hardly expresses the condition. What we don't know about selling already fills several hundred books, which from cover to cover contain little but more or less educated guesses on various phases of the subject.

The really tremendous advances we have made in reducing the wastes of time and material in manufacturing can be almost wholly credited to the analyses that capable men have made of cost figures. There was a time before costs were generally collected when manufacturing betterments—such as they were—were made as a result of some unusually capable foreman using his powers of observation and his intuition. But it is safe to say that most of the worth-while betterments in production have come from the intelligent study of manufacturing costs.

Right now I doubt if a half dozen concerns analyze their selling costs one one-hundredth as intelligently or effectively as they analyze their manufacturing costs. Most concerns, in fact, do not know that there is any way to determine selling costs other than to express them as a percentage of the total

volume of sales. The method is wholly wrong and misleading and results in miserable blunders in selling policy which would not be made if the executives were not so blinded by the false information that they fail to use the common sense which they would use if they had no figures at all.

IT is amusing to see the blind faith with which otherwise shrewd men accept these percentage selling expense figures, in spite of the fact that the only use they can make of them is to find out that, as a rule, this year's percentage is higher than last year's.

Recently I met with a group of manufacturers in a certain industry to discuss some of their problems. They thought that their troubles were in production; I had an idea that their selling was at fault. So, as a starter, I asked each of them to write on a slip of paper his name and his cost of selling in per cent of sales for 1924.

The lowest figure was 17 per cent, the highest 29 per cent and the average of all 21 per cent. An interesting point was that not one stood at exactly the average figure—a fact on which an informative article could be based to show the uselessness of average figures in running a business.

These men were keen for help, so they permitted me, when neces-

sary, to read out the names and figures.

To open the battle I asked the high man what use he made of the figure he had given as his cost of selling. With a pitying smile to his associates for my apparent ignorance he patiently explained that he used it as a control figure to make sure that his selling cost was kept down to a proper point.

"For twenty years I have watched selling costs," he explained. "While in recent years they have increased a little due to the increasing cost of everything, I do not permit any great increase in them."

"How do you know that 29 per cent is a proper figure for your business?" I asked. At this some of his associates did the smiling.

"Because it shows a reasonable stability from year to year. We use the best possible selling methods. Our salesmen are unusually able and our methods up to date."

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© Ewing Galloway

THE progress of our country has been built up by the use of labor-saving equipment and factory cost cutting. In this American manufacturers are unexcelled. But what we don't know about selling would fill a book. In fact, we already have several hundred books which contain only more or less educated guesses on various phases of the subject.



© Hamilton Maxwell



LIKE their brothers over the border, French-Canadian farmers are awake to the pocket-money possibilities of roadside sales. (Left) (Center) A fete day crowd in the city of Quebec is an interesting medley of tourists from all the world, soldiers, longrobed priests and excited natives. (Right) To scores of passing tourists it is Coca-Cola that is the "old chum." Typical scenes in "Normandy over the Border"

Normandy Over the Border

By Marsh K. Powers

FROM Jackman, Maine, on the centuries-old Augusta-Quebec highway, to Armstrong, Quebec, is only a matter of twenty-five miles and twice that many minutes. It is altogether easy, therefore, to assume that the sales-message which will prove acceptable for Maine consumption will also suffice for the county just next door, even though the latter happens to be over the line in the Dominion of Canada. "Canada's English, isn't it? Then why make any exception?"

Go across that line, however, study the painted signs that line the roadside, read the signs and posters on store fronts and in store windows both in the habitant villages and in the cities of Quebec and Montreal, and you will stumble upon an interesting truth—that it is only manufacturers from "the States" who entrust their advertising messages wholly to the English language.

Travel the length of the Province of Quebec and you will soon discover the reason.

Ask at a village restaurant for *ginger ale*. The proprietress, all smiles, will endeavor to force a *dejeuner* upon you. Seek a repair at the local garage—your English will not prove one-tenth so effective as the Esperanto of dumb-show and gestures. Visit a city store in Quebec beyond the narrow pathway to which tourist trade is confined—your English may serve you there but your sales-slip will be written in French. Draw up beside a traffic cop to ask a question of route—even he is very apt to shrug his shoulders helplessly at your slowest and simplest American.

THE plain business truth of it is this—that, though there is a considerable leaven of English in its larger centers, the Province of Quebec is persistently and tenaciously French—the bulk of its population contentedly impervious to more than two centuries of the Anglicizing influence of its neighbors.

The result is that the advertiser

faces a double-barrelled task when he starts to cultivate this market through the printed word. In one group of his prospects are the English-speaking inhabitants and traveling public—the latter a noteworthy market by themselves—in the other the French-Canadians, of farm, forest, village and city, a people apart, proud of their lineage and emphasizing their separation by continually referring to themselves as "*the French-Canadian race*." Not to employ French in advertising to these people thus takes on the aspect of a gratuitous slur.

Assistant Trade Commissioner Walker J. Donnelly, Montreal, not only urges the use of catalogs and other literature in French but advises that the colloquial French characteristic of the province be employed.

Nevertheless, if you will go down into the wholly French sections of, for instance, the city of Quebec, you will find elaborately designed posters carrying sales-messages phrased in

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The Charge Against the Department Store

A Manufacturer Indicts the Department Store for Questionable Business Practices

ARE the average department store buying practices and standards unsound, wasteful and below even the ordinary standards of business integrity?

This is the question being raised and argued frankly by a surprisingly large number of manufacturers and even by some thoughtful department store owners themselves. The subject has been simmering for a long time. In the last few years it has several times come to a boil, and it is certain to pop over with a loud noise unless the needed reforms are made in this broad field.

It came to a boil recently in a group of New York sales managers. The sales head of an article of high national standing stood up and in a sober, restrained mood painted the picture. When he had finished, his fellow sales managers talked on for hours after regular closing time. They were unanimous in their opinion, and to a man had experienced the same thing. While some believed retail stores generally had some of the evils attributed to department stores, the opinion prevailed that the department stores were infinitely the more backward.

What, in principle, is the indictment against department store buying practice? There is not one but there are at least five indictments, which can be summarized as follows (bearing in mind that possibly one-quarter of department stores—though not all the largest and best known ones—do not fall under these indictments):

(1) The average department store buyer is so keen after job lots, "distress merchandise" and "close outs" that he (or she) has learned little or nothing of cooperation with

Is This Indictment True?

THE abuses cited by the writer of this article constitute the basics of a controversy of long standing. The FORTNIGHTLY feels that the time is ripe to bring the matter into the open for free discussion in the interests of all concerned. Realizing that the subject is a controversial one and that the accompanying presentation tends to be one-sided, we will welcome any replies or rebuttals which may be submitted. It is our belief that no business publication can serve the best interests of its clientele by covering up the sore spots of the trade and bursting into meaningless platitudes upon the first intimation of the existence of such a sore spot. Therefore, we submit this article at whatever value it may have in the hope that, provided any deep-seated trouble exists in this case, it may be brought into the open and cleared up in the shortest possible order by better mutual understanding.

manufacturers of good standard merchandise, and does not seem to want to learn. This is an economic waste and a vulture-like attitude which is subversive of sound business. It raises the question of whether a department store is to be regarded by manufacturers of good standing as a mere rummage sale store where the "cats and dogs" of merchandise, the obsolete goods, the seconds, the remainders, the forced sale and odd lot goods of factories are to be sold; or whether a department store means to be regarded as a distributor of goods with a known value, backed by the reputable, "going" manufacturers who form the mainstay of the American industrial world; in other words, the responsible men of the country.

(2) The average department store buyer has no regard for his word and not the slightest courtesy or care for the time of sales representatives who call on him. He (or she) has built up a system and a hard shell which actually wards off profitable business possibilities, wreaking an injustice and a loss upon the store, the buyer and the

manufacturer involved.

(3) Far too many department store buyers have little or no knowledge of sound fundamental principles of buying, such as placing orders far enough in advance to equalize production activity. A large proportion of buying is done in the fall months, resulting in serious mill congestion, overtime error, confusion, higher prices and disappointment.

(4) Store buyers are continually endeavoring to use their buying strength on smaller manufacturers to force un-businesslike, off-standard, unjust terms, and

using devious, irritating, often dishonest methods to accomplish their ends and force manufacturers to bear the capital burden properly belonging to the store.

(5) An unexpectedly large number of department store buyers demand just plain bribery and graft, in one form or another.

What is there to substantiate such indictments?

There is the fairly universal complaint of manufacturers. Let us listen to the tale of a very responsible, moderate and business-like man, who for twenty years has been selling an article (not clothing) largely to department stores.

"I got my first cold douse of department store buyer's treatment years ago when I made an appointment with the buyer, carefully laid out my goods in the sample room, and waited long past the hour for the buyer. At last he came in, walked at a good pace around the tables, ignored me and walked out of the room toward the elevator without a word. Aghast, I followed him out and accosted him. He replied that the line was the same as

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The Cub Salesman as a Sleuth

By Potter Hanford

SOME day a figure-frenzied statistician will publish an eye-arresting chart proving that of the 548,329 young men graduates pouring out of colleges, normal schools, public and private high schools, 17 per cent enter the bond business, 23 per cent learn to sell insurance, 34 per cent become mere salesmen and the balance enter the business world gleefully as junior salesmen. Proving that the chief end of education is salesmanship.

The problem of the new salesman is, however, not merely one of psychoanalyzing the recent male graduate to prove that he has the intelligence of a boy of nine plus the pugnacity of a bull-pup and the personality of a Will Rogers. Nevertheless, the

ranks of senior salesmen must be kept full, and many business houses find that this is best accomplished and with the least degree of waste of material, human and otherwise, by junior salesmen.

One student of the question has, after an eight year analysis of many and varied lines of business, placed the mortality figure of young salesmen within two years of their entrance into the field, at from 75 per cent to 95 per cent, and the expense of training anywhere from \$200 to \$2,000.

However, every newcomer in the sales field is not of that special class known as a junior salesman. A junior salesman may remain a junior for from six months to three or more years. There are many firms which, after a brief period of training, can, without too great waste, send forth its new men as regular salesmen. The amount of



PROBABLY the greatest value of the junior salesman lies in his usefulness in making the sales approach. Since it does not vitally affect the immediate state of his pocketbook, the cold canvass does not have the deadening effect on the junior that it generally has upon the veteran. One manufacturer states that his junior salesmen are able to arrange for an average of four demonstrations a day, whereas a high-priced man, working alone, is inclined to concentrate upon the actual selling and neglect the detail work of cultivating the potential market

wastage they will have to charge against their books depends largely upon their skill in selection and method and thoroughness in training before actual saleswork is done. There are, too, many businesses which are not fitted or whose product does not lend itself readily to the employing of junior salesmen.

JUNIOR salesmen may be engaged by the home office, trained there and then assigned to a senior salesman, or they may be left entirely to the senior salesman. The tendency among the better business houses, however, is toward a thorough training at the home factory and office and a happy combination of senior salesman, territory and the new man's own personality and ambitions, as far as this is possible.

This training at the main plant consists of actual schooling in salesmanship, based on talks by success-

ful senior salesmen and officers, class demonstrations in which the student takes an active part and factory inspection, sometimes factory tasks. It may last anywhere from two weeks to six months, depending largely upon the type of product and the specific market it must fill.

There are three main questions which a manufacturer may well ask himself when considering the advantages or disadvantages of junior salesmen. First: Is his market completely covered by the salesmen? Is it in any sense underdeveloped? Second: Is his product demonstratable? Does it lend itself to sales propaganda prior to actual sale? Third: Are his senior salesmen capable and willing to work with

the idea of training them, not of just having some one to oil the wheels of personal sales?

It is amazing how many manufacturers hobble along on an underdeveloped market, how skeptical they remain regarding the truths which a scientific analysis brings to light. Few, indeed, really endeavor to analyze consumption possibilities with an effort to know the whole bitter truth. Sometimes it is because of a genuine hesitancy to scan too closely the territory of senior salesmen who are getting excellent business and who may be quick to take offense. No one wants to upset happy relationships that are already profitable unless there is more or less certainty of greater profits for manufacturer and salesman alike.

A certain hardware concern was brought face to face with a difficult problem. With regret it saw one of

its best senior salesmen, refusing either to divide his territory or to take on a junior salesman, snap out of the office and sign up with a competitor for the same territory. However, the old salesman was, at heart, "sold" on the products of his former employer, and a few months later he returned and asked to have his territory back again, agreeing to accept a junior if the firm would guarantee his expenses.

He received the junior and in the first month he doubled his business. In less than three months he had assumed full responsibility for the junior salesman's salary and was

doing more business and netting himself greater profits than ever before.

Probably the greatest value of the junior salesman lies in his usefulness in making the sales approach. One manufacturer uses its junior men entirely to dig up prospects. Usually it is a cold canvass, that discouraging phase of selling which takes the heart out of most salesmen. Since it does not vitally affect the immediate state of his pocket-book, it does not have the same deadening effect on the junior. It is a house-to-house, store-to-store, office-to-office canvass wherein the

junior salesman endeavors to arrange a demonstration of the product by his senior. It is never a sale, and no selling argument is presented. This manufacturer states that his junior salesmen are able to average four agreements for demonstrations a day. Working without the junior, the senior salesman rarely equals that number when it has been a question of a sale as well as securing a demonstration. His high-priced men are able, thus, to give their entire attention to the selling end and are relieved of a multitude of detail work which

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Picturize Your Letters!

Dictated by WBR/S

A ROUGH-AND-READY type of sales manager who has earned an enviable reputation for being able to save traveling expenses by closing sales by correspondence, once initiated me into the mystery of his art.

This man sold machinery, and I had asked him how he managed to sell so many machines to companies in the Far West where his concern traveled no salesmen.

"There are two reasons," he said. "One of them is, of course, that our competitors do not travel men in this distant territory, either, so I'm not competing by mail with persuasive personal salesmanship. The other is that I've discovered how to 'picturize' letters in a way that makes sales."

"What do you mean by the term—'picturize'?" I asked.

He reached into the outgoing mail tray on his desk and lifted out a letter.

"This," he said, detaching a page torn from the firm's catalog.

While I examined it he went on talking. "I used to try to explain our machines and their operating advantages in my sales letters," he said. "The result was three and four-page-letters that were so involved that sometimes I had hard work following the arguments through myself when I read them over.

"Well, one day I had to catch a train, and as I was to be gone several days it was essential that I get all my correspondence off before I left, which meant doing nearly an hour's fast dictating. As luck would

have it, my secretary was home ill that day and there wasn't another girl in the office who could stand up against my rapid fire; and besides, they weren't familiar with the technical jargon of the various industries using our machines.

"In desperation I dictated a note to the inquiry on the top of the pile in which I quoted the price and then went on to say something to the effect that on a catalog picture of the machine which I was inclosing they would find some special notations.

"I thereupon doctored up that picture with red arrows pointing to every outstanding feature or advantage of the machine, and in the margin wrote brief explanations, also in red.

"This seemed such an easy way of getting my mail taken care of in the emergency that I went right through the whole basket of it, dictating short, non-technical notes and scrawling red ink notes on illustrations to be attached to them.

"Several weeks later I was interested to note that we had secured several orders from concerns to whom these letters with red-inked pictures had been sent. I grew interested and investigated further, and found that the number of orders received from that morning's batch of letters was above the average of our returns from inquiries handled in the normal way, which had been to write a long letter and send a catalog separately. Since then I've always made it a point to send a picture along with a letter whenever possible and to do as much selling as I can right on that picture. Of

course, I send a catalog separately at the same time, if it seems advisable, but I want a picture to arrive in the envelope with the letter, and be a real part of the letter. It 'picturizes' the letter, as I said before."

The picture magic which this sales manager stumbled upon will prove a real discovery to many others who face the problem of selling by mail, whether they sell machinery or merchandise or ideas. There is something about a penned or penciled notation on a picture, or on the proof of an advertisement, attached to a letter, that commands an unusual degree of attention and consideration. Sometimes the mere circling of a paragraph on the proof of an advertisement will make a stronger impression than a whole page of type-written text on a letterhead; or an arrow pointing to the differentiating feature on a picture of a product, with a marginal note giving the reader a quick grasp of what the feature means in results or benefits, will stimulate the buying impulse to an extent that no amount of type-written reasoning or coaxing would do.

Sales are not made with words, anyway. They are made with facts, impressions, ideas. The more quickly and effectually these can be flashed to the prospect's mind, the surer the sale—or the desired response or action, whatever it may be. "Picturizing" speeds up a letter because pictures talk faster than text, and they express facts and ideas and impressions in a way that even a master letter writer can hardly put in words.



YOU CANNOT TRUST HIM
OR HIS RAG



PUT YOUR TRUST IN
BRITAIN'S FLAG

Vote **UNIONIST**



POSTERS were particularly necessary previous to the last general election in England because there was no time allowed for personal canvassing of constituencies. Those reproduced here are typical of the Tory campaign, centering around the Bolshevik situation

Political Posters Swing Britain's Vote

By Clarence B. Lovell

WHEN Premier MacDonald's Labor Government crashed after nine months of power, political England was thrown into a ferment. Tories and Liberals united in passing a demand for an official investigation and prosecution of James Campbell, editor of the *Communist Workers Weekly*, who was accused of inciting soldiers to mutiny. The opposition charged political pressure. The following day, King George dissolved the British Parliament after it had passed the Irish Boundary Bill and general elections were set for three weeks later.

We in America, removed from the political dissensions, have but little conception of the hectic three weeks that followed. Communist propaganda had been insidiously sweeping England during all of the days of Labor rule and an alleged letter by Zinovieff, calling for the organization of a Red Army, had spread a specter over all of England. The British Foreign Office protested to Soviet Russia and then began the famous poster campaign.

Probably no greater deluge of posters and pamphlets was ever prepared in such haste in all the lithographing and printing shops of a nation to meet such a sudden emergency. The Conservative headquarters in a few days' time sent out twenty tons; the Labor Party almost overnight sent forty million pamphlets and fly-sheets the length and breadth of the land.

POSTERS were particularly essential owing to the fact that few voters would even go near the soap box orators as they had in former times when the Labor Party used this method to swing the votes. There was no time for personal canvassing in constituencies, which in cases ran as high as forty thousand voters.

The marvel of the poster campaign was the speed with which ideas originated, the little time required by artists graphically to portray the sense of the situation, the almost miraculous speed with which one-sheet posters passed through the lithographing plants.

The Conservatives, determined to strike a body blow at Labor, selected two posters, reproducing in gravure copyrighted works of art—one the famous picture by Hubert Herkomer, Royal Academician, of "The Worker on Strike," beneath which they emblazoned the words "The Socialists Promised Me Work, I've Not Got It." The other, the painting by Harold Speed, of "The Old Dock Laborer," glancing up from the Labor newspaper saying "Socialists haven't done anything for me."

The Tories believed their method of attack should center on the Bolshevik-Communist situation, and probably never in all the history of art has such hatred been shown against the type as was breathed into the poster designs denouncing the Russians. Were it not for the venom displayed in the drawings and were it not for the intense situation, these posters would have been caricatures.

One design pictured the return of a typical "Red" on his way home to his native Russia with a sack of currency on his back and bundles of

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BLACK • STARR & FROST

Just as Chippendale and Sberaton drew upon the Chinese for a touch of exotic grace in furniture design, the modern creator of vanity cases finds inspiration in the Chinese spirit for form and color.

JEWELERS FOR 115 YEARS

FIFTH AVENUE • CORNER 48TH STREET NEW YORK



BLACK • STARR & FROST

Not every jewel meets the requirements of a variety of occasions. But pearls have the recommendation of being equally suitable for the sports costume and evening. A pearl bracelet with carved pendants of delicate pink coral is an especial favorite.

JEWELERS FOR 115 YEARS

FIFTH AVENUE CORNER 48TH STREET NEW YORK

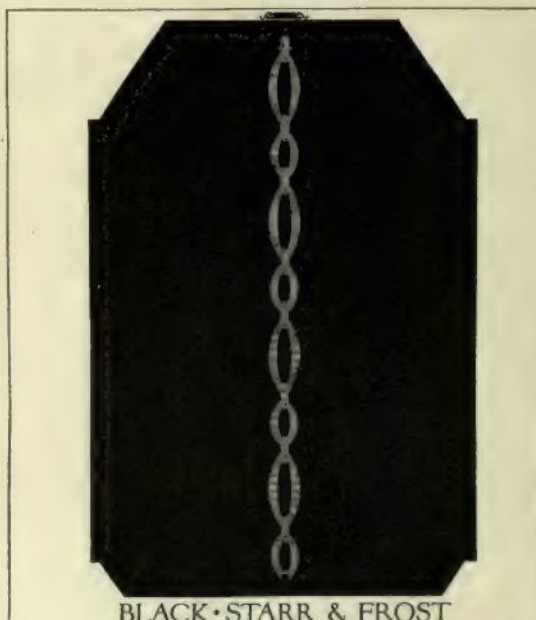


BLACK • STARR & FROST

The Marquise a graceful form of diamond cutting peculiarly adapted for a ring.

JEWELERS FOR 115 YEARS

FIFTH AVENUE • CORNER 48TH STREET NEW YORK



BLACK • STARR & FROST

The Slave Bracelet An adaptation of this smart link bracelet to a diamond and platinum setting

JEWELERS FOR 115 YEARS

FIFTH AVENUE • CORNER 48TH STREET NEW YORK

NOT so very long ago it was a tradition in advertising chatter that no high-class jeweler dared advertise otherwise than by a plain "card" like Tiffany's; the fear-corollary to this theorem was that only Tiffany could advertise as Tiffany did. Whereupon Messrs. Earnest Elmo Calkins and René Clarke went and proved different. Black Starr and Frost's campaign is as startling in its simplicity as a diamond against onyx; there isn't the faintest suggestion of any other jeweler about it; and it casually destroys another lovable old bogie

What Are a Publication's Rights to Censorship?

By *William E. Cameron*

MAYBE there have been times when you could have thought of a dozen ways of disposing of the publication censor. Most likely your inventive genius found play after closing date and so near to press day that you had no time for changes of questioned statements. The piece had been approved by the client, who affirmed that every word was true—and wished that English were a stronger medium of expression for his matchless product.

But you phone him or wire him and accept the ultimatum of the autocrat of revision, with the advertisers' reluctant consent. "Blah!" says the writer, likewise the account-executive, ditto the whole office, and follows a long and indignant letter which starts a more or less prolonged and pointed discussion. If you are opulent and a stickler for a principle, the insertion is passed to the benefit of none of those concerned.

Let no one think that any publisher finds joy in watching, say five thousand dollars for a page, go sailing into the limbo of figures in the red column. He has due respect for such bulk of cash. But the sincere and ethical proprietor does lose profits willingly in many cases in which to him there is justification for such procedure.

His attitude is based upon the idea that his first responsibility is to the subscribers and readers of his periodical and that its functions are editorial, fundamentally, and not commercial. His stock in trade is his monthly or weekly or daily following which buys his wares because the editorial content is to their liking. Because this following reads habitually, says he, it is good working material for the advertiser, and he rents space in it for a consideration. He contends that those readers rely upon his publication because it is entertaining, instructive, informative and helpful generally—and that the public expects the advertising in his columns to bear the same measure of probity as appears in his editorial. He declares that

he sells influence only—not white space—and he claims the right to maintain his advertising statement on a par with his letter-press. So the censor works assiduously. He questions all statements which exaggerate the properties of commodities—particularly claims of medicinal virtues in foods, drinks and toilet preparations. He objects to a grain of truth magnified into proportions which are made major talking points because they are good selling stuff.

HERE is a case in point: A syrup manufacturer insisted upon including in his announcements that a quart of his product contained as much bodily nourishment as do three pounds of beef. Said the censor, "Ridiculous! Anyone who knows anything at all about the chemistry of foods can tear that claim into shreds in five minutes. It must come out of the text." It did.

There are some publications which guarantee the advertisements which appear in them, going so far as to offer reimbursement to any consumer who feels that he has been made the victim of misrepresentation. And there are publishing concerns which state that they have paid out thousands of dollars in the keeping of their promises to the reader. Despite eternal vigilance, people and concerns of this ilk manage to get into good company—often because they pay their bills on the moment.

But the censor is concerned mostly with over-enthusiasm in copy and with getting it made acceptable. He deals with many people who are sure that he is over-zealous and a hair-splitter into the bargain. He is first of all a diplomat; bland, mild in conversation and in his letters. He says he is the most disliked individual in the advertising world, for he is damned within his own organization by the solicitor on the account, and by agency and manufacturer as well. He maintains that he is the only person concerned who can't run to cover.

Agency representatives tell him

over the telephone and in letters that censorship is the bunk; that it sounds good and looks well in print, but that it is a hoax more or less, as a matter of fact. He retorts by pointing out specific cases in which exclusion from his pages has been maintained for years because his publication cannot accept copy run generally in others.

On the other hand, the agency man tells him that if the paper cannot be reasonable from the clients' point of view it has no right to solicit the business; that space is a common advertising commodity and subject to the practices of every day selling. He says that if it were not for the advertiser, the publication couldn't exist unless its owner was a complete philanthropist. All of which is tantamount to the never answered question of the priority of the hen or the egg.

MUCH discussion arises out of what the paper claims is deliberate assault by one advertiser against another, for all users of space look alike to the censor who is bound that there shall be no discrimination.

So the battle rages. The advertiser and the agent spend huge sums in developing advertising ideas which are really profound. They want representation in good publications. And all publications want business. Some want it only if it comes to them in their own form of prescription. There are others still existing which sell white space only and say so frankly. One publication says that a thousand handbills constitute white space, but that its influence is the force which determines buying by its readers in every corner of the land. If one periodical is right about this, others of its quality must be right too, it would seem. Can such papers go too far in their attitude of proprietorship of readers? Is it a reasonable attitude, generally, or an unreasonable one? Is it a policy that is working out for the greatest good of the greatest number advertisingly? Should the censor be hanged or not?

A Literary Man Looks at Advertising

[A first hand report by a distinguished journalist and critic, who entered a modern advertising agency, and was surprised by the clothes, the customs and the competence of the men he found there]

By Robert Cortes Holliday

ADVERTISING and the advertising men, it's quite the fashion of the intelligentsia to slam them. Distinguished novelists and beloved columnists get a great hand right along by making game of the advertising business. There's "Bunk" by W. E. Woodward. Wallace Irwin, in the best novel of his career, "Lew Tyler's Wives," has a lot of fun with an agency. Lew's sensitive wife is horrified by the crass and awful place. Grant Overton, in his carefully wrought novel "Island of the Innocent," showed readers around the low-lived works in an advertising house. Aldous Huxley takes a deliciously sophisticated fall out of advertising in his novel "Antic Hay." And there are others all over.

And so? Well, friends who met the journalist who writes this report and asked him: "How do you like the advertising business?" doubtless expected some such jolly reply as this: "Oh boy, it's where the money is. But holy cat, what hokum!" Instead, it is here to be reported that he said he found the whole thing exceedingly interesting. More, he thought the advertising business very good for the character. He got a laugh from his friends at this point, but it was obvious that he really was in earnest.

How he got into the business does not matter. He was perhaps bringing to it a high-ideals complex. He was, after all, in fiber an artist; his nature craved, above everything



Robert Cortes Holliday

Author of: "Booth Tarkington," 1918; "Walking-Stick Papers," 1918; "Joyce Kilmer, a Memoir," 1918; "Peeps at People," 1919; "Broome Street Straws," 1919; "Men and Books and Cities," 1920; "Turns About Town," 1921; "A Chat About Samuel Merwin," 1921; "In the Neighborhood of Murray Hill," 1922; "The Business of Writing," 1922; "Literary Lanes and Other Byways," 1925.

else, excellence in any product of endeavor. He counted not the cost. And from this point of view, what more horrible thing could anybody get into than advertising?

Our friend was hardly prepared for what he found there; he was

startled, astonished, right off the bat, by the body of ethical standards which he discovered had been erected among the leaders in this business. Did he run into a bunch of slick crooks? A loud, crash, flashy, over-dressed crew? (That's the way they sound in the books.) Did he join one of a lot of cut-throat rival concerns?

His colleagues in the agency were, indeed, more handsomely dressed than, he recalled, he'd usually found journalists to be. They were habitually better dressed, for instance, than Morley, Don Marquis, or (good heavens!) Heywood Broun. If one wanted to be stern, one could say that these advertising men were immaculate. Probably there is point in *looking* successful, outside of the traditional arts and the peerage. I remember in London a figure being pointed out to me as the worst-dressed duke in England. But the clothes of these advertising men were not so audible that you couldn't see their faces. Indeed, the visibility of their garments was not so high as in the case of, say, A. Edward Newton, nor—certainly not—Joe Hergesheimer. And their faces, mostly youthful, struck him generally as countenances of earnestness and dignity, not

infrequently of exceptional character, and in some cases even of pronounced distinction.

Another thing. This journalist had fancied that the advertising business consisted of advertising, and had supposed that his own par-

[CONTINUED ON PAGE 52]

THE · EDITORIAL · PAGE

"Make It Easy to Buy"

NO sales manager of a product that is sold to the general public has completed his job when he has disposed of a large volume of his firm's product or commodity. As a matter of fact the actual sale of goods to distributors is not in itself necessarily good sales management. There remain the important factors of buying ease and accessibility to the public. It is an old axiom, but one that needs repetition: *Thoroughly to sell goods is to make them easy to buy.*

Making a product easy to buy is more than a matter of getting it into many stores—more than a problem of geography of distribution. It involves, for one thing, providing the range of sizes or units that will serve the public's needs and that the various classes of trade can conveniently pay for; it involves identifying it or individualizing it by means of shape or design or color of the container, or of the product itself, so that it is easy to see and recognize; it involves in some cases display racks or fixtures or cabinets; it often involves window and counter display materials; and generally it involves notice to the public of where the product may be bought—notice in the form of advertisements.

Too often sales plans are made on the basis of: "How shall we sell more of our product?" when if the question were turned around and put "How can we make it easier for people to buy our product?" much more intelligent and effective methods, materials and devices might be developed.

The 1925 "Livery Stable"

IT is an interesting commentary on the almost universal familiarity with automobiles, as well as the simplicity and standardization of the motor car itself, that John Hertz, of taxicab fame, is bringing back the old livery stable idea of renting equipages. Just as in the old days one could rent a horse and surrey for the afternoon and drive it one's self, in certain cities one may now rent a car on the "Drivurself" plan. The only difference is that with the motor car the charge is based, not on the number of hours but on the mileage registered by the meter.

Misfit Advertising Accounts

THE president of a large company who has risen to a position of prominence stated recently that he owed his success to the fact that when he was twenty-five years old he had wakened to an important principle. Up to that time he had held several jobs but none with any particular credit except his first job after leaving school, which had suited his fancy. On his twenty-fifth birthday he resolved never again to try to make himself over to fit any job; that he would never take a job in the future that did not fit him.

"I decided that I had certain talents and certain inclinations," said this executive, "and that if I capitalized them I could make better progress because I would have natural aptitude as a foundation and spontaneous personal interest as a spur. Whereas, if I took a job

that required that I make myself over in any important respect, just because it was offered to me and it carried a good salary, I would be doing both myself and the job an injustice. Since then I have turned down three big jobs that were mighty tempting as to salary, but that did not conform to my principle; and today, in a job that fits me to a T and that I am very keen about I am getting twice as big an income as any of these three jobs would have developed."

We wonder if advertising agency service would not show a marked increase in effectiveness if more agencies would follow out this principle and take only those accounts that really fit them, instead of taking on accounts so far afield that their only spontaneous interest is in the billing.

Business Paper Advertisements Eligible

IT will be welcome news to many that this year advertisements in business publications will be eligible for the Harvard Advertising Awards. Last year advertisements in magazines and newspapers only were considered because of the many details in establishing rules and standards of judging copy submitted. As time progresses, we hope the board of judges will find it possible to include posters, streetcar cards and other form of advertising in this competition which is aimed to raise the standards and increase the effectiveness of all advertising.

The Proof of the Advertising Pudding

IT is a policy of this publication not to rush into print with stories of new advertising campaigns as soon as they appear on the horizon, for the reason that little of practical value can be said about them until they have been put to the test.

Often in following up some of these promising campaigns several months or a year later, we find that our caution is justified, for altogether too often we learn that the campaign that was launched in great enthusiasm flattens out shortly and is abandoned. The copy was wonderful and the art work superb; but somehow it lacked that earnest, effectual something that makes sales.

As the old saying goes, "the proof of the pudding is in the eating." We aim to serve pudding containing real nourishment, and so rather than be too hasty in publication, we intentionally wait in most cases until the pudding has cooled a bit.

A Mailing List Statistic

NOT to open up the old controversy, but as a matter of interest in connection with mailing lists, we pass along this piece of information vouchsafed to us recently by a student of direct-by-mail advertising: thirty-seven per cent of advertising men change their jobs each year.

If this figure be accurate, it means that mailing lists of advertising men should be carefully revised frequently.

The Need for More Frankness in Client Relationship

By Arthur Royce MacDonald

PICTURE a doctor telling his patient that if he doesn't like castor oil he can just as well take lemonade and accomplish the same results; or a lawyer advising a client that if he doesn't particularly relish the defense he has been forced to establish to prove his innocence, that there are a lot of nice ones in the law library and that he can take his pick.

Advertising practice should be as ethical as law or medicine, and if the agency is worth two hoots and 15 per cent, it should be sure of itself and what it recommends and be willing to battle for its plan or the component parts thereof. If not, the agency has no grounds for existence, except perhaps as a space-placing, art supervising, plate-buying adjunct to a manufacturer's advertising department.

In my mind the only basis for client relationship from the agency standpoint is one of absolute frankness. If we could only make a dollar by being bitterly honest at all times there would be more letters written like the following, enclosing a polite withdrawal from the account:

"Dear Mr. —:

Where mutual confidence does not exist, advertising agency service is neither pleasant for the one nor profitable for the other. The moment doubt, or suspicion enters into an arrangement between agency and advertiser, that moment one of the parties concerned should gracefully step out.

We regret that it has been necessary for us to dictate the attached letter to your advertising department. Our regret is greater because we feel that we have failed to promote that harmony which would make our association profitable to both parties concerned. However, we can think of nothing that we have left undone in this regard, and cannot help but hold that the trouble in this case is that we did too much.

We enclose a copy of our letter of withdrawal that you may have access to certain recommendations and suggestions made therein. We suggest that your account be placed direct and that all work in connection therewith be handled by your own advertising department until such time as it becomes reconciled to the agency system



Arthur Royce MacDonald
Secretary, Lamport-MacDonald Company

of operation and finds an organization in which it can place explicit confidence.

Assuring you of our continued good will, and thanking you for your own personal confidences in us and our methods, we are—"

It isn't any disgrace to lose an account. It may be slightly hard on the pocketbook, but what pleasure or real profit is there in "uneasy money"? When mutual confidence walks out of the conference room door, the account should be in its wake. When the agency finds it impossible to lay its cards face up on the client's desk, or when the advertiser has positive evidence that the agency is playing with a marked deck, it's time to write *finis* with a bold hand.

WHY beat around the bush about it? Why fear a show-down? Why so much palaver, kow-towing and subservience? Why not call a spade a damned shovel once in a while and prove each other's metal with fire? Whether client or agency, if there is a relationship between two organizations it should be on the branch office idea, where the agency can speak of the concern he

serves as "we," and of its products as "ours."

That situation existing, why can't we respect and be respected? If we have a fault to find, why can't we voice it out in meeting without fearing dismissal? If we possess a fault, why can't it be put up to us in plain words face to face instead of in carefully phrased missives which deny the right of defense? And why aren't we at home in the president's office if we have business that concerns him as we are supposed to be in the office of his advertising or sales manager?

There's too much pussy-footing and cautious and diplomatic selling of ideas in this business of advertising. There are too many yes-sir men on both sides of the conference table. There are good intentions aplenty, back there in the respective conference rooms, but they slip into place in the pavements of Hades over the skids of fear that frankness may cost the account.

A manufacturer must not expect too much of his agency. It is a human sort of an aide to the successful conduct of his business. Neither must he give it credit for too little. Responsibility and a right to represent and voice it is the making of the advertising organization, just as it is in the case of the individual.

If I were on the other side of the conference table today, I would want my agency thinking of me only as the kind of employer who knows his own business and is willing to give his associates credit for knowing theirs; who appreciates the fact that his agency is in business to make the same measure of profit he seeks and is entitled to it; who realizes that there is a valuable outside viewpoint and a difference of opinion for both of which one should have a large degree of respect.

On the other hand, I would want every member of my agency to feel that I had full confidence in him or her and that when that time came when that confidence was wavering, I would go direct with my protest,

[CONTINUED ON PAGE 65]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Clara S. Hawkins
P. M. Hollister
F. G. Hubbard
S. P. Irvin
Henry S. Jones
Charles D. Kaiser
Dorothy Kenney
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
Harford Powel, jr.
T. Arnold Rau
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
John C. Sterling
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

*Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau*

What Will Be the Newspaper's Next Move?

Has the Advertiser Kept Pace?

By Andrew L. Carmical

Director of Promotion, *Chicago Evening American*

I READ with great interest in the July 1 issue of ADVERTISING AND SELLING FORTNIGHTLY the article entitled "What Will Be the Newspaper's Next Move?" by Mr. Charles W. Mears. While he discussed with keen understanding certain matters that publishers should consider carefully, he did not, in my opinion, go as deeply into other important phases of the present day newspaper situation as the opportunity offered.

Mr. Mears states that steps must be taken to improve the appearance of advertisements appearing in the newspapers. He objects, and rightfully so, to the constant use by certain types of advertisers of those offensive "stud horse" presentations of cut-rate merchandise which makes competition difficult for the better class of retailer.

I know of many newspapers that are now attempting to solve this problem. Some of them have established separate composing rooms, aside from the regular newspaper plant, where special type faces and borders are available to advertisers interested in better typography. Publishers and advertising directors are urging upon their salesmen the importance of cooperating with the advertiser to the end that his copy may be more attractively displayed.

It is hard to believe, however, that the physical appearance of an advertisement is responsible to such a degree for Mr. Mears' statement that newspaper advertising is not producing returns as readily as in past years. Go back over the files of a newspaper for several years; study the advertisements closely and I think you will find the answer.

Newspaper advertising, particularly department store advertising, has changed very little since 1914. The advertiser may be using bigger space but I refer to the physical appearance of his sales message. The general make-up of a department store page advertisement of today is just about the same as it was ten years ago. The same border, the

same type face, the same method of presenting the "big feature," then following it up with numerous smaller items.

Now the tempo of life has increased materially since the war. This is an age of action. We want things and we want them quickly. We want things visualized for us. We like things that are vivid and spend no time on things that are dull and drab.

Every newspaper man knows the value of *action* headlines. Headlines make or break the value of a first page.

STRANGELY enough the advertising world taught the newspaper world the value of big headlines but there has been and still is a tendency on the part of advertisers to pay too little attention to its smaller or department headings.

"Summer Dresses," for example, is not a head. It is merely a classification. Something important about summer dresses is a head and the amount of importance will measure the amount of the attraction. And if that head is an *action* head it will create greater response. With the small advertiser this matter of headings is of tremendous importance. The difference between a good head and a commonplace head will sometimes make a difference of 50 per cent in the matter of returns.

Every retailer knows the importance of the word "DISPLAY." Stocks are arranged with this in mind. Windows are trimmed for the sole purpose of displaying merchandise, yet time and again advertisements appear in newspapers with no attempt made to display anything that will create interest and focus attention on the message.

The matter of position is the bugaboo of an advertising man's existence. However, the make-up of the present day newspaper has undergone a decided change. Where it used to be that there were only a few "live" pages, today practically every page is so enlivened with fea-

tures and editorial matter that it is impossible to "bury" an advertisement. There are magazine pages, fiction pages, feature pages—all of them holding an appeal for some type of reader and all of them insuring reader attention for the advertiser.

And here is something else that should not be overlooked. Newspapers today are devoting thousands of dollars of space every year to the promotion of creating more interest in advertising. They are constantly pointing out to their reader audiences the importance of reading the advertisements and buying advertised merchandise.

Back in 1914—or at least back of 1914—there was no such reader group as there is today. A newspaper that had ten thousand circulation in a town of seventy-five thousand thought it had an enormous circulation. Today that same newspaper will have twenty-five thousand circulation in a city of one hundred thousand. The same is true in every community of every size. Our population growth has not been anywhere in comparison with circulation growths.

TODAY the American people are earning more money than ever before. Standards of life have gone up tremendously. We demand better merchandise. We have the money to obtain it. Luxuries of yester-years are necessities of today. All of this means much to the advertiser. He has in the newspaper the greatest sales force that it is possible to utilize. This generation doesn't want what the last generation wanted. They don't want its styles, nor its literature, nor its plays. They don't want the old-fashioned type of advertising.

The advertiser who has kept pace with the times, who has sensed the trend and changed his advertising accordingly, is not complaining about diminishing returns. On the other hand you will find him the outstanding success in his community.

Railways Buy Substantial Part of Basic Industry Output

IN 1924, according to the Bureau of Railway Economics, the railways of this country purchased 31.3 per cent of the coal, 27.5 per cent of the steel, and 25 per cent of the total lumber production of American industry. Approximately 2,210,800 barrels of cement were bought directly by the railways. Lubricating oil and grease cost the railways \$13,158,000. They spent \$39,049,000 for brass, copper, zinc and other non-ferrous metal products needed in railway operation in 1924.

This great railway market can be reached effectively through the five departmental railway publications which constitute the *Railway Service Unit*.

Simmons-Boardman Publishing Company
"The House of Transportation"

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago
Mandeville, La. San Francisco

6007 Euclid Ave., Cleveland
Washington, D. C. London

ABC and ABP

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively and without waste.



Crew Work Up-to-Date

By William L. Whittlesey

ABOUT the oldest thing in the business world is the sample. Tailors used to send criers through London streets armed with swatches; and the main delight of the crowds at expositions, county fairs, etc., in generations gone by was the distribution of samples of goods.

But these are different days. These are days of the high cost of labor, of greater sophistication and multiplied difficulties of many kinds. "To sample or not to sample" is enough to make pause any modern Hamlet, sitting in a sales or advertising manager's chair. Still, something like \$15,000,000 is spent yearly in this manner.

The era of promiscuous house-to-house sampling is pretty well done for—except in conjunction with special plans. It is wasteful and expensive. Most people over 30 years of age will remember the frequency with which mother paid a visit to the front door, returning with a cake of soap or a box of washing powder. Perhaps you were one of the children who begged the distributor for a lot of samples—and often got them, it being human to dispense them as fast as possible!

Credit for swinging national advertisers away from huge expenditures for samples is due to the earlier advertising agents who had broad merchandising experience. They closely analyzed the results and proved the wastefulness of the method, alongside of live advertising. It came down to a contest in cost between the newspaper method of sample distribution and the house-to-house kind. The newspaper, in many important instances,



THE time-honored practice of "sampling" has largely fallen into disuse in these modern days. However, it is still in existence, modified and specially applied to suit special conditions. The most satisfactory method which is in use at present is that of demonstrating the product directly to the consumer. Demonstrations held in various retail stores have proved effective, as have house-to-house demonstrations in other lines. Some of the gas companies have seized upon the demonstration idea and have organized cooking classes for housewives. The discovery that men are also interested in the culinary art led one company extend its field to include them

won. In any event, the coordination of the sampling or local crew work with newspaper advertising was shown to be superior.

Then came the coupon plan, which it must be admitted, has shown great power and speed in some striking instances. Palmolive Soap, Pepsodent and other big sales successes were built up with the use of this plan. But its expensiveness and essentially special-tool nature is recognized even by the big companies whom it has made.

THE really modern method is to sample through the dealer. He is a distributor; why not let him distribute, even if it be samples? This is the "philosophy" of the thing; and E. R. Squibb & Sons, for instance, have discovered that if such a sampling plan through dealers is handled with taste and skill, it can be a tremendously good sales stimulator. The dealer will actually buy

the samples, in some instances, and a deal can be arranged enabling the dealers to give the samples away, or even sell them as small size packages. Much depends on the desirability of the product in sample form, of course, but so many variations are possible on the plan that almost any article for which a sample is logical and useful can be handled in this way.

An example of live sampling and demonstration work is afforded by a plan used by the National Biscuit Company. For many years this company maintained a trained crew of salesmen whose business it was to work cities throughout the country with samples, these being delivered by personal calls on the housewives. These

men were uniformed, and the local newspapers were used to familiarize the consumers with the work and thus prepare an audience.

Each salesman of this company handles from one hundred to one hundred and fifty dealers, depending on the type of territory. These dealers are visited at least once a week, and sometimes oftener. It is the business of the salesman not only to take orders, but also to keep the stock in order, see that the goods are properly displayed and that the stands and containers are clean and well arranged. The salesmen, therefore, usually do the necessary work on the stand, containers and stock first when they call.

While engaged in this work, they approach any customers who may be waiting to be served, and offer a sample of any special biscuit that may be new or specially featured, and, if possible, take an order for that or any other brands desired.

[CONTINUED ON PAGE 61]



June, 1919

—the first issue of New York's Picture Paper



June, 1925

Daily Average 908,390

The Largest Daily Circulation in America

Buy on a rising market.

THE NEWS

New York's Picture Newspaper

25 Park Place, New York
Tribune Tower, Chicago

Written by Our Readers

Mrs. Lathrop Calls Down Blessings

THE GUILD PROGRAM
65 W. 35th Street, New York City.
July 18, 1925.

TO THE EDITOR:

May I again call down blessings upon the FORTNIGHTLY for the analysis of "A Home for Orphan Annes?"

The matter is one that concerns not only the advertising manager, but the publisher of the special established medium for local advertising.

Away back in 1920 when we first introduced the Guild Program to Fifth Avenue advertisers, we spent 25 per cent of our time explaining what we were, and 75 per cent of our time insisting that we were not a souvenir program.

There is a wholly characteristic greeting with which the experienced advertising manager greets the solicitor. It is born of long years of Orphan Annes and their representatives, and it begins, "You have doubtless a most worthy proposition, but—"

Of course our immediate rebuttal is that we are not worthy and that we have no designs on the charity and miscellaneous appropriation. We are merely a simple weekly publication with established circulation and other commendable habits.

Most of this rebutting lies in our early past; but we spent the sadder part of four years in the honest endeavor to avoid being mistaken for a wealthy customer with a cause. I have an interesting collection of letters gleaned in those early days when we received form 17B instead of the cordial personal reason-why correspondence that now comes in. Four years is a long time to waste on a 75 per cent basis, however, and the souvenir program became in our office the subject of a little daily curse long before Mr. Hollister set forth the matter upon your pages.

More power to the FORTNIGHTLY!

Cordially,
CORNELIA P. LATHROP,
Publisher.

The Value of a Columnist

"RED BLUFF DAILY NEWS,"
Red Bluff, Cal.,
July 20, 1925.

TO THE EDITOR:

Your "Quality Circulation" debate was better than anything of Mark Twain's, George Randolph Chester's or Robert Louis Stevenson's, singly or collectively. Frankly, I'd rather give up all the magazines I take than to miss one issue of the FORTNIGHTLY.

In the last issue Jamoc remarks on the "Columnist" and his value as a

circulation builder and holder. E.O.W. is the first thing I read, and the FORTNIGHTLY would lose a good feature if they dropped it. When I get the FORTNIGHTLY, I start in at the beginning and leaf through to the back cover. Then I read from the back to the front, starting with E.O.W., the Editorial page or the 8-pt. page, and after that whatever articles strike me as necessary. I wouldn't be surprised but what that's the way a good many go through their FORTNIGHTLY. Features are as necessary to any publication as salt is to soup.

F. R. MOERKE.

Retail Sales and Newspaper Advertising

"THE INDIANAPOLIS NEWS"

Indianapolis, Ind.
July 11, 1925.

TO THE EDITOR:

The article in the current issue of FORTNIGHTLY by Charles W. Mears, "What Will Be The Newspaper's Next Move?" is a very interesting mental stimulus for warm weather.

Since the days of Shakespeare, the moralists have been preaching about the decline of the stage. Since the days of Luther and before, reformers have been warning about the decline of Christianity and foretelling the immediate end of the world. Today parents are holding their hands up in horror when they contemplate the actions of their "jazz" offspring.

There never was a time in the history of newspapers when the media, themselves, and the advertising carried, did not come in for some criticism. Perhaps it is well to stop and take stock occasionally and to oil up the old machine, and put in a new bolt wherever necessary, but I do not believe there is anything seriously wrong with the newspaper as an advertising medium today.

I have just spent two hours checking over files of *The Indianapolis News* for April and May 1913. All of the statistics for present day values are based on 1913 which is the typical pre-war year. Advertising of today as contrasted with the advertising carried in the columns of *The News* in April and May 1913 does not show up at all unfavorably. In 1913, it is true, the individual advertisements were not as large as the units of space in vogue today, but if anything, the bargain appeal was even more in evidence.

The volume of advertising carried in 1913 was a little over 8,000,000 lines, less than half of the volume carried in 1924, and it is also true that in addition to larger copy used by the larger stores, there has been a tremendous development of entirely new stores into the advertising columns of this and

other newspapers. Whether or not the saturation point is being reached in newspaper advertising is to my mind a great deal like the discussion of the saturation point in the automobile industry. So long as cities continue to grow, as long as banks continue to increase deposits, and as long as industry continues to increase the number of employes and the amount of wages paid out, it seems to me that people will continue to respond to newspaper advertising and continue to build fortunes for the merchants who are shrewd enough to use newspaper advertising to help build their business.

It may be true that retail business has not responded to sales effort this spring as it was hoped it would. I think primarily, however, the trouble is that merchants have been figuring business on the basis of peak years and expect to increase sales each year regardless of normal or abnormal conditions.

It is true that many stores are reaching for new and untried methods of advertising to supplement newspaper space, but these are not diseases, merely symptoms which indicate that the business of the particular merchant or merchants has not been conducted upon lines which have sold the store as an institution, as well as sold advertised merchandise day by day; or that the newspaper is not measuring up to its opportunities.

Yours very truly,

The Indianapolis News,
FRANK T. CARROLL,
Advertising Manager.

Improving Newspaper Copy

BUREAU OF ADVERTISING
New York, N. Y.

July 12, 1925.

TO THE EDITOR:

Thank you for drawing my attention to the interesting article by Mr. Charles W. Mears in your July 1 number.

Mr. Mears' suggestions covering further study of methods to improve newspaper copy and the like have long had our approval and our close attention. The books of this Bureau touching many phases of this interesting subject are rather widely known.

The vast strides that have been made in newspaper art and copy techniques show the influence and the value of this type of service. It is our intention to continue and to extend this work. Each year since this organization was started we have contributed the results of our research. We have another important book coming from the press this month.

Sincerely yours,
WILLIAM A. THOMSON,
Director.

GETTING IN to the Rural Market

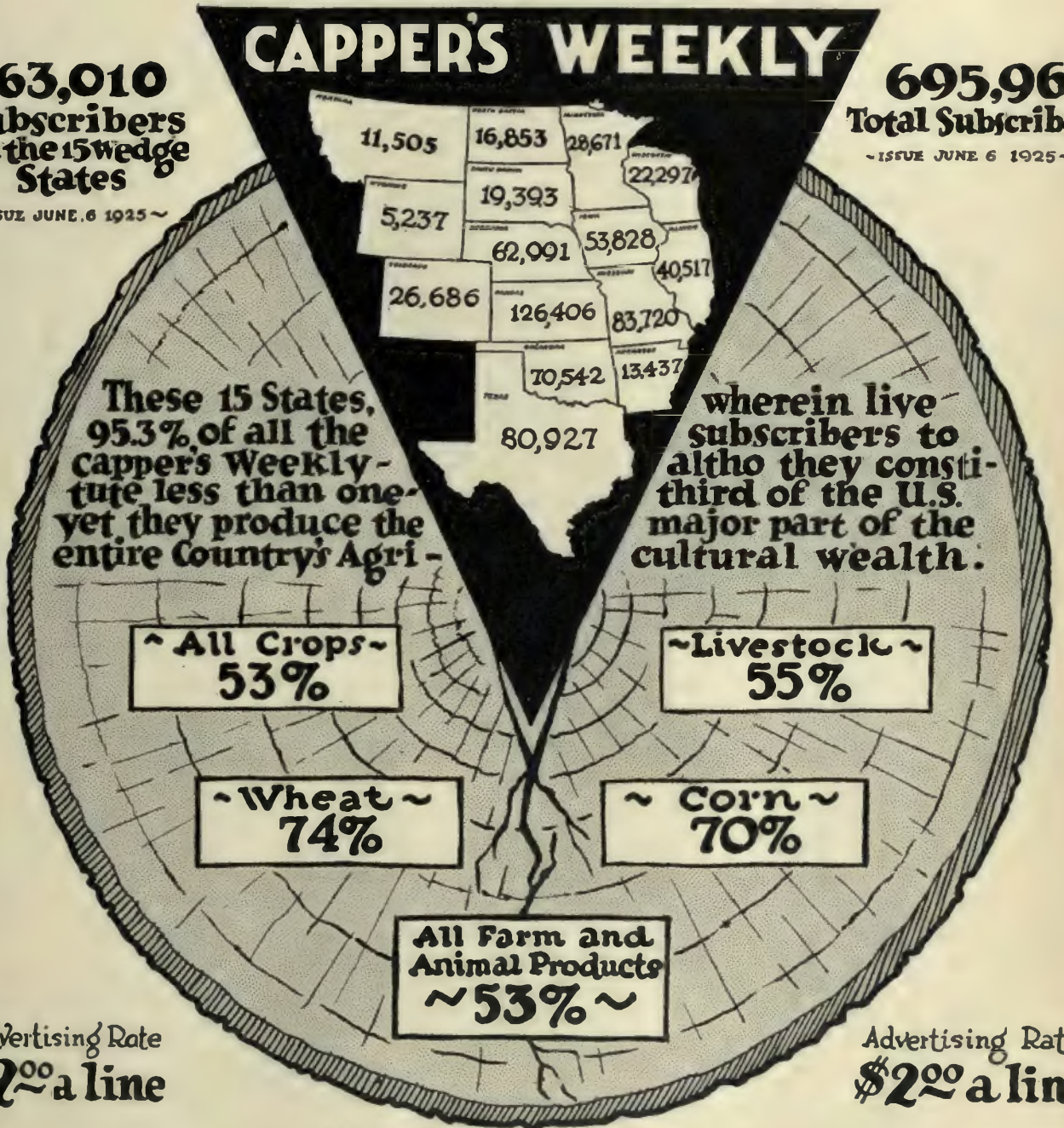
CAPPER'S WEEKLY

663,010
Subscribers
in the 15 wedge
States

~ ISSUE JUNE 6 1925 ~

695,967
Total Subscribers

~ ISSUE JUNE 6 1925 ~



CAPPER'S WEEKLY

A JOURNAL for the RURAL HOME

Topeka, Kansas

The Basics of Advertising Copy

Putting Words Together for Memorable Effect

By Henry Eckhardt

NOT always is emphasis necessary to get phrases or sentences remembered.

John Publick's brain—and Jane's, too—has another peculiar kink. It is fascinated by happy word combinations. It dwells on them as on catchy musical refrains.

Advertisingly, the best-known of these happy word combinations is *alliteration*.

Alliteration is the repetition in a phrase or sentence of certain vowel or consonant sounds. At least, so says the rhetoric. Actually, it is more than that.

Thus, this Hoover advertisement is using alliteration when it says "dangerous, destructive dirt." The repetition of the "d" sound may gain speed, but hardly memorability.

On the other hand, the Quaker Oats people turned to alliteration in naming their new product. They produced: "Quick Quaker." This phrase is a gem. It lives in the memory, and rolls off the tongue.

Folks call it "catchy." Its catchiness consists entirely of repeating two closely connected consonant sound in each word, the "Qu"—equivalent to "Kw"—and the "K." Only the vowel changes.

In a Columbia Phonograph advertisement occurred three alliterations. The first came in this series of phrases, "ancient cities, oppressed serfs, *ruthless royalty*." *Ruthless royalty* is the best of the trio. Yet only the "r"s repeat.

The second: "*Scratch and scrape* of needle noise." This is more memorable; the first four letters of two one-syllable words repeat.

The third: "Higher, hotter, the madding rhythm beats." Now we have a phrasing that truly sticks in the memory; the first and last sounds in two two-syllable words repeat. Thus follows the rule; the more sounds repeated, the more memorable the alliteration.

Of course, the words in alliteration need not closely follow each other. The device often pulls to-

gether entire thoughts and sentences.

A Holt Tractor headline illustrates this: "Travel the Caterpillar Trails." This begins and ends with "tra." That makes it catchy.

Again, runs some Barbasol copy: "Start the day with a frolic instead of a fight." "Frolic" and "fight" are hitched together more closely through repetition of the "f."

Steuben Glassware headlines "Cool colors and quaint contours." This pleases the musical brain-cells mightily. Two phrases in parallel construction, and four words in alliteration. But such alliteration! Not only the "k" sound beginning each word—but note how the "o" sound runs through, how the tongue hangs on to the "l" sound in the first two words, and to the "t" sound in the last two. This is growing close to what a Keats might do in advertising.

And of course, the classic alliteration of all is that famous advertisement: "Roll ze zigarette wiz ze Zig-Zag."

IF the copywriter has a subject which permits him a whimsy or two, alliteration leads to some lovely effects. That Peck & Peck copy often shines forth with them. Speaking of sport stockings, one piece declared "they decorate the blameless bystander beautifully." Perhaps this usage is a sophistry more demonstrable in writing than in selling—yet, for some products, isn't sophistry exactly the tone?

Alliteration, too, contains its "don'ts." Alliterations can be mighty flat and tasteless.

"Pleasant because pure," "Famed for flavor." So runs a certain class of bromides for which some advertising men still have a fondness. Alliteration undoubtedly makes them sound pat, but matching consonants does not make up for lacking meaning.

Again, do not let alliteration lead into temptation. It does, you know.

It did, in the case of the copywriter who wrote "driving on slick streets without chains." "Slick streets" isn't bad as an illiteration, but as a kind of street—well. Wall Street is generally supposed to be without rival for the honor.

Apt alliteration pleases. It is musical. It catches on. John and Jane Publick call their heroes "Dare-devil Dick," "The Mighty Mauler." There is the clue.

In yet another way can words be put together to produce this musical, memorable effect. A way perhaps more delightful, and even more apt.

As John Masefield puts it: "Like rhyme-words, chiming aptly in."

RHYME

Rhyme, unfortunately, has greater lure for the budding tyro than for the seasoned copywriter. I am only too conscious of what happens when one of the former tries to achieve verse.

One ambitious recently handed me the following:

If around the town you'd wander,
Seeking styles and fabrics good,
Your path should rightly saunter
To the proper neighborhood.

And sixteen more lines, progressively more lovely, until these climatic four lines:

Suit or topcoat made to order,
By the world's most famous house.
All are guaranteed not to falter.

Come on down. Let's prove our vows.

However, all of us who like copy have probably passed through a moon, movie, and versification stage. Far be it from me to smile unduly. Yet equally far be it to urge the practice of copy in verse, for emphasis. The emphasis, usually, is on the poet.

Nor does the device of rhyme, as emphasis, include the jingle, even when used as cleverly as in the Park & Tilford advertisements:

This is the bean of pedigree
With royal cocoa family tree,
Our secret blending turns the fellow
Into chocolate called "Corello"—
—For "The White Box."

[CONTINUED ON PAGE 48]

TELL AND SELL
THE MERCHANT
—and he'll
TELL AND SELL
THE MILLIONS

Some Mighty Structures Are Mainly Framework

LIKEWISE, many advertising successes are entirely business-paper successes—or were until the critical period was passed, until sales were safeguarded and consumer cultivation had a fair chance to produce.

In our field, when the merchant has bought your product, *your product is his business*; and he throws all the push of his own prestige and promotion into the job of selling for you.

In a single recent month, the department stores of Chicago alone spent more to advertise their selections than the producers of the same goods spend all over the country all through the year. Every week our stores place two million dollars' worth of advertising in their local newspapers!

It is just good sense to win their buying favor—to keep their interest alive and growing—to stimulate their selling fervor.

It is just good sense to build your advertising plan around the rugged framework of Economist Group sales-promotion. There is no other way to get the same safety and the same strength.

The ECONOMIST GROUP

239 W. 39th St., New York  Offices in ten major cities.

DRY GOODS ECONOMIST—National, Weekly
MERCHANT-ECONOMIST—Zoned, Fortnightly

45,000 subscribers in 35,000 stores in more than 10,000 centers—stores that do over 75% of the country's retail business in dry goods and dept. store lines

THE 8-pt PAGE

by
Odds Bodkins



TWO or three weeks ago the amiable editor of FORTNIGHTLY was absent from his desk for a couple of days. Upon his return his alibi was that he had been to the Strathmore Paper Company's plant at Woronoko, Massachusetts. The occasion, it seems, was a visit planned jointly by the Stillson Company (fine printers), M. & F. Schlosser (paper distributors) and the Strathmore Paper Company.

Apparently the trip to the factory was exceedingly interesting, and a shrewd piece of business promotion for the joint interests. But the thing that won F. C. K.'s admiration was the manner in which the social arrangements were handled. Here were perhaps thirty men—mostly strangers to each other—who were going to week-end together. How could the rough edges of new acquaintanceship be rubbed off quickly?

The picture below tells a part of the story. This is a snapshot of a steak roast given on the lawn of Mr. Moses' (president of Strathmore) home. One couldn't act or feel very strange or aloof when one had donned a white apron and with a tin fork speared a luscious steak, to be later broiled by one's self over a charcoal fire, could one?

Another detail, cleverly planned, was that after the steak roast the entire assemblage adjourned to the barn and a mock-election was staged, presided over by Cy Norton and C. W. Dear-don. Everyone present was elected to some office, ranging from Mayor to Dog Catcher, of Strathmore Town. A very good touch, indeed!

A friendly feeling is one of the first

essentials of a successful business conference, and I judge from the editor's enthusiasm that this one was highly successful in every respect.

—8-pt.—

I see by the *New York World* that Andre Citroen—the "Henry Ford of France"—has discovered a new advertising medium: the Eiffel Tower! He has arranged to have "Citroen" flash from the top of this famous tower in letters visible to more than a million persons continuously.

I wondered last summer when I went up in the tower and saw what a territory it commanded why nobody had attempted to buy space on it for advertising. The price Citroen will pay—350,000 francs annually—seems quite reasonable to me for this preferred position. I'll bet Wrigley would snap up an opportunity to secure space on the American equivalent of the Eiffel Tower (if there were one) for the price of 350,000 packages of Spearmint!

—8-pt.—

Why has it taken from the year 1 to July 8, 1925, for some candy manufacturer to discover that the cloying quality of candy gives it advertising possibilities as an aid to growing thin?

In the newspapers of this latter date, Frank G. Shattuck Company came out with this copy:

Eat Candy and Keep Thin!

Candy, unless eaten in huge amounts, never made anyone fat and it never will. On the contrary, a little good candy eaten regularly just before meals takes the edge off your appetite and actually helps you to keep thin.

Try this for a while and see if your weight doesn't go down.

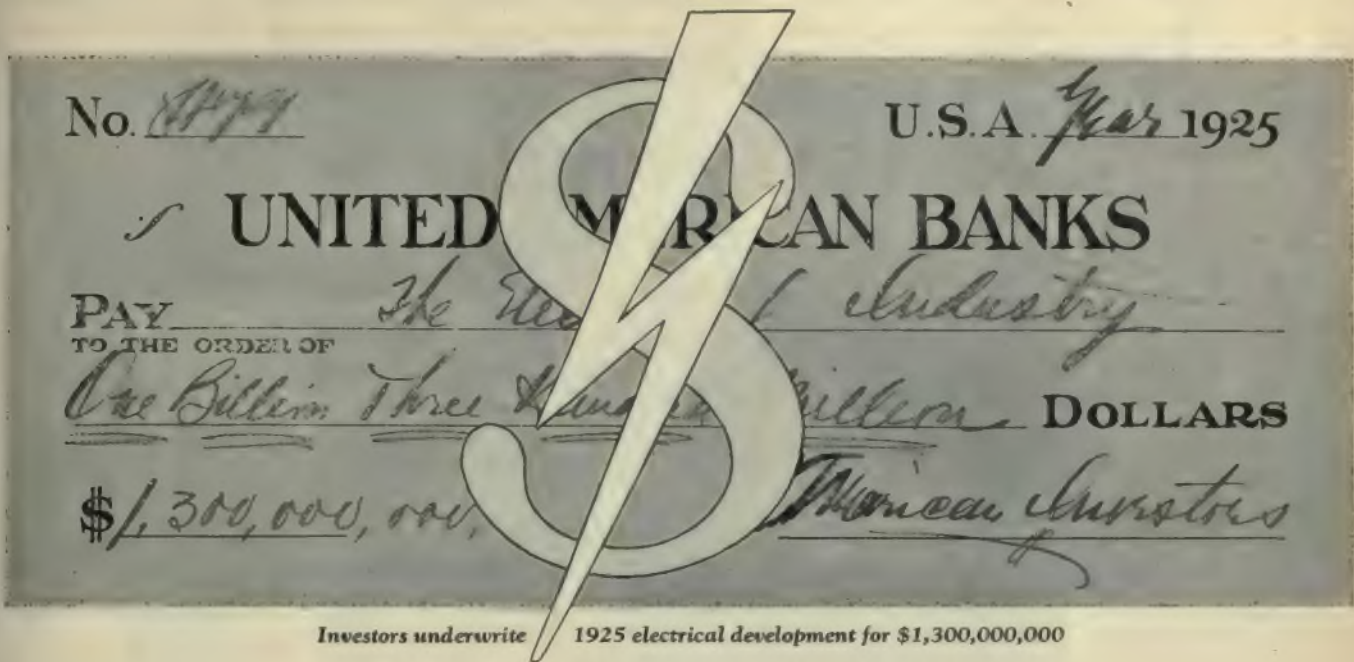
—8-pt.—

I think every man who has anything to do with writing advertising copy should read this gem from Victor Hugo at least once a year:

"Share your bread with little children, see that no one goes about you with naked feet, look kindly upon mothers nursing their children on the doorstep of humble cottages, walk through the world without malevolence, do not knowingly crush the humblest flower, respect the nests of birds, bow to the purple from afar and to the poor at close range. Rise to labor, go to rest with prayer, go to sleep in the unknown, having for your pillow the infinite; love, believe, hope, live, be like him who has a watering pot in his hand, only let your watering pot be filled with good deeds and good words; never be discouraged, be magi and be father, and if you have lands cultivate them, if you have sons rear them, and if you have enemies bless them—all with that sweet and unobtrusive authority that comes to the soul in patient expectation of the eternal dawn."

In fact, I think every man, whatever his calling, should quicken his spirit with this great word-tonic, not annually but often.





Investors underwrite 1925 electrical development for \$1,300,000,000

Sound Investment

THE electrical industry offers sound investment values to large and small investor alike. This holds true whether money is invested in securities or in the cultivation of sales.

Electric light and power companies raised \$797,000,000 during the first six months of this year, which exceeds by approximately \$140,000,000 the sum raised in the corresponding period last year, and sets a record in utility financing.

Indications point to the financing of the electrical industry to the amount of about \$1,300,000,000 this year as against \$1,222,000,000 last year.

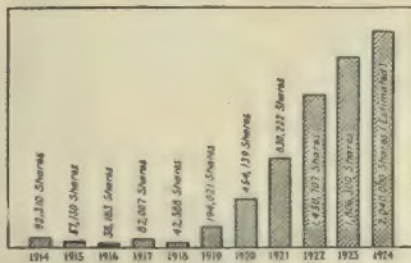
Earnings

Despite a slight slump in certain industries, the light and power companies have continued steadily to increase their volume of business and their facilities for taking care of the demands of new business.

The amount of energy used for industrial power purposes during the month of April of this year exceeds by 14.2 per cent the energy used during the same month last year.

Development

Although the year so far has witnessed a large amount of stock financing to acquire and



The growth of customer-ownership

consolidate properties, a very large percentage of the new financing will go for additions and extensions to properties. The market outlook on production and distribution equipment is most favorable.

The large-scale financing program now in progress is essential to the natural growth of the electrical industry. There is nothing unnatural in this growth, nothing that is not based on sound values.

The sharp rise in the curve of electrical development is a natural reaction to the rapidly-rising curve of demand. The country's demand for electrical energy is pyramiding and the development of production facilities must keep at least one step in advance of this demand.

Practically all new construction today is electrically-equipped in every town reached by central-station service. Of the 72,450,260 people living in communities of more than 250 inhabitants, 90.6 per cent live in towns served by central stations.

The electrical industry is in its biggest year. Sales data on any type of electrical equipment furnished on request.

Trimming Sales Costs to Meet Today's Competition

[CONTINUED FROM PAGE 16]

He began to show signs of uneasiness about now, probably because, not being a good poker player I have some difficulty in keeping a straight face under certain circumstances. To make him still more uneasy I told him the worst at once.

"You may be satisfied that your selling methods are all that they should be, but you may find food for thought in the fact that of nineteen manufacturers all making the same product and using almost identically the same sales methods, it costs you 29 per cent as against 17 per cent for the lowest and 21 per cent average. Based on the dollar of sales your cost is 70 per cent higher than the best and 38 per cent above the average.

He didn't even try to laugh that off. It was too serious.

He was convinced beyond arguing that it was costing him too much to sell. His cost figures by themselves had not shown up the bad condition in the twenty years he had been spending good money to collect them, but compared with others, which in themselves may not have reflected the best possible selling methods, they showed that something was wrong. That is better than no information, but the figures failed to have constructive value, for they did not tell what was wrong.

The high selling expense might have been due to any one of a number of causes. The owner might have been using incapable or lazy salesmen; he might have been spending too much to open new accounts; his customers may have been unprofitable for any of several reasons; his territories may have been injudiciously chosen.

Commonly when selling costs are



IN many cases high selling expenses may be laid at the door of lazy or incapable salesmen. However, in far too many cases the fault is assumed to lie with the men on the road when actually the fundamental selling policies of the company are to blame. First a flock of pep letters will be sent out to the drummers, then, when this fails, there will be a "drastic reorganization," as the massacres of the innocent are called. But, unless selling policies are based upon definitely known facts, all such steps are bound to prove of little effectiveness

shown to be too high the fault is assumed as a matter of course to lie with the salesmen, rather than with the fundamental selling policies under which the men on the road are forced to struggle. The generally approved first step is to send out pep letters to the hardworking drummers who are trying to sell clay pigeons to game preserve wardens. When these fail—as they generally do—a "drastic reorganization"—as massacres of the innocents are usually called—is in order. This, too, is bound to fail if selling policies are not first based on definitely known facts.

TO select a selling policy by hunch is as precarious a way to make a living as to try to select the winner of a twenty horse race without being possessed of inside stable information; yet more money is risked on hunches in business than in confessedly outright gambling.

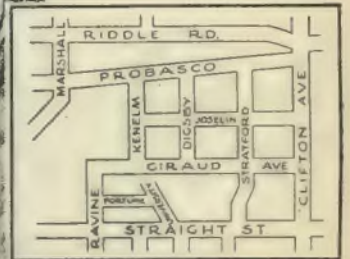
thoroughly understood, it was assumed that it was the business as a whole which made the profits merely because it was the company as a whole which paid the dividends.

Later when modern cost systems showed the profit and loss by lines the fallacy of the old assumption became apparent. Many more or less successful manufacturers found that such profits as they were able to garner were being made by a comparatively small section of the entire business and that by discontinuing certain lines or activities which were voracious feeders at the profit trough they could make more money with a lower sales volume and with less trouble.

While it is possible in many businesses to determine the cost of selling each line of product, it is seldom worth while. What is needed is an accurate knowledge of what it costs to open a new account, to sell old customers and to sell in various

No intelligent conclusions can be reached as to how to reduce selling costs without rather detailed knowledge as to what it costs to open a new account and to sell in any territory, and what profit can be secured from various classes of customers. The cost of selling for the business as a whole does not give this information. Merely because a concern sells a total of \$10,000,000 a year at a total selling expense of \$500,000, thus giving a figure of 5 per cent for the selling expense, it does not follow that that 5 per cent can be taken to mean anything when applied to any one part of the selling activities.

In the old days before the theory of gathering manufacturing costs was



In this section of Clifton Heights, for example, are 187 residence buildings. Here 139 Enquirers are delivered every morning.

Mrs. Clifton Heights

*... mother of two students
and still a college girl herself*

At football games she cheers as enthusiastically as the students. Especially when a certain husky youth carries the ball. She attends the college shows, and when a certain demure lass dances her eyes shine with pride.

She is Mrs. Clifton Heights, neighbor to the University. The football player is her son, the dancer is her daughter. But in spirit she is really an undergraduate with them.

And she carries this youthful enthusiasm into all her activities. Her bridge club dotes on her presence. Attendance at Mothers' Club meetings is heaviest when she talks.

In keeping with Mrs. Clifton Heights' active, modern life is her interest in The Daily Enquirer. And, of course, her neighbors follow her lead. To this thriving community, which includes 1,793 residence buildings, 1,376 Enquirers are delivered every morning.

When you remember, Mr. Advertiser, that this coverage is duplicated in every buying district of the city, these figures become added proof that in The Daily Enquirer you get a full dollar of advertising value for every dollar you invest.

N.B.

This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



L. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

The CINCINNATI ENQUIRER

"Goes to the home, stays in the home"

THE proof of the
pudding is in the
eating ' ' '

Actions speak
louder than words '

Handsome is as
handsome does '

—The

Powers ' House
Advertising Co.

HANNA BLDG. Est. 1912 CLEVELAND

Marsh K. Powers
President

Frank E. House, Jr.
V. Pres. & Gen. Mgr.

Gordon Rieley
Secretary

territories. Sometimes it will be found desirable to determine the actual cost of selling to an individual.

In order to make an intelligent and worthwhile analysis of selling expense it is necessary to determine what each salesman costs and what he accomplishes. The cost includes his salary, commissions, bonus and expenses as well as a proper share of the overhead of the sales department and the general office. His accomplishment—depending upon the nature of the business and the information desired—may be measured in terms of gross profit on his sales, number of calls made, or new accounts opened.

Sometimes it will be sufficient to determine a cost per salesman per day. At other times it may be desirable to calculate a cost per call. The cost per call will differ with men and territories. It is to be expected that in a western territory where jumps are long and only one or two calls can be made each day, the cost per call will be greater than in New England where distances between towns are short and a half dozen calls can be made in a day.

IF in your business the cost per call is the best measure, do not make the mistake of basing what it *should* be on what it *has been* over a period of years. In business past performances supply a poor basis for standards of what should be accomplished. You have no way of knowing whether what has been done was good or bad. The best plan is to turn loose, say, an assistant or a district salesmanager who has the interests of the company at heart to travel the territory with the salesman. He can tell in one trip how many calls can be made day in and day out. Then use that as the standard.

I am not going to describe in detail how to work out the cost per day or per call. Rather, I am going to tell of the uses to which this method of calculating selling costs has been put, and show how such an analysis acts as a sure basis on which to inaugurate radical changes in selling policy which result in increased profits.

I shall choose a company which has for years sold its goods only to retailers who are, in reality, agents, inasmuch as each has the exclusive sale of the product in his town and is not allowed to handle any competing product. It would not be fair to the client to tell just what the product is, but I can say that it is a trade-marked commodity which enters into the construction of buildings and is sold both to contractors and to owners who make their own repairs.

My study of this concern's selling methods was precipitated by a condition that has been common in many branches of industry since 1920. Although its sales had increased for three or four years at the rate of 10 per cent a year, the gross profit based on sales had been declining at the rate of 4 per cent a year and the selling expense in dollars had been going up out of proportion to the increased sales. The result was that the net profits ex-

Gearing the News of One Day to the Business of the Next



In any city having an efficient afternoon newspaper with Associated Press Service, news is no longer news, but history, before it is a day old. Cincinnati is such a city and the Times-Star is the newspaper. Six afternoons every week the Times-Star brings the news of the world into every native, white, literate household in greater Cincinnati, sixteen hours before the morning newspapers are on the streets.

And in Cincinnati the day's news is not complete unless it is geared to the business of the coming day by means of display advertising that tells the people where they can purchase the merchandise and services essential to their comfort and convenience.

Because the Times-Star has dominant family circulation, because it reaches these families in the reading hours when the shopping plans for the next day are being made, and because it has the con-

fidence of its public, the Times-Star naturally has also the confidence of the advertisers who do business in this great market. Its dominance in display advertising is no less pronounced than its leadership in local circulation.

This advertising dominance is not confined to any one or two classifications. It is equally decisive in all the classifications that make their appeal to the great buying public—food, clothing, department stores, drug stores, dry goods stores, boots and shoes, men's furnishings, electrical goods, hardware, gift shops, tires and automobile accessories, musical instruments, radio, furniture, household appliances and the like.

Neither is this advertising leadership confined to any one year. It has been maintained consistently for eighteen consecutive years without a single break and it is more pronounced at the present time than at any time in the past.

CINCINNATI TIMES-STAR

CHARLES P. TAFT, Publisher C. H. REMBOLD, Manager *Member of Audit Bureau of Circulations*



ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

IN these four great books on advertising and selling in all branches you get the benefit of the experience of scores of the most successful business organizations of America. Solve the problem of your advancement by absorbing this clearly described experience. It may enable you to climb in a year or so farther than you would in five years' plodding along by your own personal experiences.

S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8,
Flexible Binding, 1090 Illustrations.
\$1.50 in ten days and \$2.00 monthly
for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as courses costing five or ten times as much. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Penney & Co.

Special Library Price

\$17.50

No Money Down
Small Monthly Payments
Examine the Library
for 10 Days Free

FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Signed
Address
Position
Company A. F. 7-29-25

pressed as a percentage of the sales was declining at a rate of about 5 per cent a year. Thus the net profit on sales for 1922 was 19 per cent, while for 1923 it was only 14 per cent. This is enough to make anyone rather thoughtful and lead him to wonder where the net profits will be four or five years hence.

In attacking the problem we first tried to determine how the volume of sales might be increased without similarly increasing the amount of money spent to secure the present volume; and, second, to see if there were not places where the money was being spent to such poor advantage that economies could be put into effect in that particular section.

AS a first step we calculated the cost per day of each of the fifty traveling men, including both the direct and the indirect, or overhead, cost. When this was determined for the first time, the effect on the owners of the business was almost amusing, they took it so to heart. While they had never bothered much about a variation in selling cost expressed as a fraction of one per cent, or a few cents per item, they took a lot of notice of the same variation when it was expressed as a several dollar's difference in the cost of one salesman for one day.

And it was well that they did, for the lowest cost per day was \$35 and the highest, \$140. While some of the men with a comparatively high cost per day had a lower cost per unit of sale, that was not always true. The discrepancy was too obvious to pass without scrutiny, yet the condition had existed for years without causing comment, buried from sight as it was in that potter's field of selling mistakes, the per cent of sales cost of selling.

Another point provocative of thought was the fact that the indirect cost per salesman was much greater than his direct cost. The average daily cost of \$80 was composed of \$30 direct and \$50 indirect, or overhead.

When it became evident that it cost an average of \$80 a day to keep each of 50 salesmen on the road, it took no clairvoyant to see that it would be worth considerable effort to find a way by which the time of each salesman could be made more productive. Due to the company's policy of selling to only one exclusive agent in each town it was impossible in most of the territories for a man to make more than one call on an agent each day. The question was how, under such conditions he could use his time to better advantage.

The first recommendation we made was that the routing be taken out of the salesman's hands and done by the branch sales managers. A study of the movements of the men in any sales organization will almost always show inefficient routing. They have favorite towns which they make regularly and frequently because they have girls there, or because of the good gang that hangs out at the barber-shop, or because there is a good hotel.

In order to utilize otherwise wasted time in boosting sales we suggested that what had been an occasional and desultory activity of the salesman be made a required task. That was calling on the owners of projected buildings in the effort to get the hardware order for the local agent and to make regularly the round of architects' offices to keep them posted on new developments in the line and to prejudice them in favor of it.

An analysis of the way typical salesmen divided their time between the two activities showed that of 240 working days in the year 200 were spent calling on established agents and 40 in promotion work, as trying to open new accounts is called.

While for the sales department as a whole it cost an average of \$1000 to open a new account, there was a tremendous difference in the cost between salesmen. The highest cost per new agent was achieved by a salesman who was highly thought of by his employers. He succeeded in making a new agent cost the company close to \$2000. Some others kept the cost below \$500 and a few were able to keep the average down to around \$200 per agent.

This showed in dollars and cents—than which there is no surer guide—what every one who knows salesmen ought to realize without figures; namely, that there are two distinct types: the high-pressure, promotional type who can sweep a prospect whom he has never seen before clean off his feet and get his name on the dotted line, and the plugger who wears well, who can make lasting friends and get and keep the trade of a customer year after year.

Seldom if ever do you find the two talents combined in one man. The promotional man is likely to be adventurous and temperamental. Steady grinding gets on his nerves, and if he is asked to cover a territory over and over he is apt to hunt another job. He wants to make conquests of new fields. It is this type that causes high turnover on the sales force. Provided they can move from territory to territory they will stick and more than earn their salt.

ANY business which sells through retailers—especially when the dealers are practically agents—can well afford to pick men of this type and give them nothing to do except to open new accounts. They will do it at a much lower cost than will the man who regularly covers a territory. Some concerns have had great success in employing in promotional work stock salesmen who have been put out of business by the blue sky laws or—and it sometimes happens—who have a yearning to get into a respectable business.

Usually I find that the greatest mortality among customers is in the first two years after they have been sold. This is another argument for using special promotion salesmen who have been thoroughly schooled in the company's policies and products and in how to choose the best possible agent in a town. Then if they are of the right

type they will so thoroughly sell the man that he will remain sold.

For several other reasons it has been found best to select promotion men from the regular sales force. From calling on the trade as regular salesmen they have become thoroughly acquainted with the dealers' problems, and they know what makes dealers change their sources of supply.

One concern found when it gathered its selling costs along the lines I have suggested in this article that over a period of several years the average cost to open a new account was \$850. The average gross profit on each agent for the first year was \$220, leaving a net loss on each agent for the first year of \$630. Considering that every year 120 agents dropped out, a large proportion of which were newly sold accounts, the high cost of ineffective selling was too apparent to dismiss lightly.

Another virulent cause of lost customers is a shortsighted credit policy. Credit men are as a rule seemingly incapable of taking a humanly sympathetic view of anyone who fails to live up to credit terms on the dot. In one case, more than half of the old customers who left the company for a competitor did so because they had been foolishly antagonized by the credit department.

A STUDY of the accounts lost through the efforts of the credit man showed that in the preceding three years these accounts had each earned for the company a gross profit averaging \$500 a year. The net profit had been nearly as great because these old customers had required only a couple of calls each year from the salesmen. Many of these concerns had been customers for many more than the three years for which the profits were tabulated.

Most of them were perfectly good credit risks which would have paid up as soon as business conditions got back to normal. In fact, more than a third of them were rated G3½ or better and one stood AA1. It would have been better to lose all of the profit on an order and keep the customer than to lose him through the credit department's refusal to ship needed goods until the old bill was paid in full.

The percentage cost of selling often leads otherwise highly intelligent business men into almost unbelievable errors and fallacies. This is probably at bottom due to the fact that nearly everyone except trained accountants look on figures as facts in themselves rather than a method for translating or representing facts. Thus figures have the peculiar effect of making some men forget the common sense business principles on which they based their success before they became enamored of figures for their own sakes.

I would be the last one to speak slightly of the value of figures in guiding a business, but I insist that they be used to clarify rather than to obscure business facts. If, instead of showing conditions as they are, they

Needlecraft Stability

3rd Quarter	1920	1,006,187	1st Quarter	1923	1,038,775
4th	1920	1,011,002	2nd	1923	1,047,456
1st	1921	1,030,930	3rd	1923	1,029,034
2nd	1921	1,027,957	4th	1923	1,031,918
3rd	1921	1,064,538	1st	1924	1,016,020
4th	1921	1,038,950	2nd	1924	1,013,104
1st	1922	1,052,396	3rd	1924	1,012,789
2nd	1922	1,029,876	4th	1924	1,025,857
3rd	1922	1,027,006	1st	1925	1,026,183
4th	1922	1,045,543	2nd	1925	1,030,941

(Guarantee 1,000,000 copies per issue)

Needlecraft does not call upon fiction to spur reader interest—does not concern itself with strenuous selling methods or “drives” to maintain guarantees.

Isn't it mighty comforting to know that every issue of a magazine is going to give you just a little bit more than you pay for—every month—just as Needlecraft has done for five solid years?

Robert B. Johnston
Advertising Manager
New York

JAMES A. ROBERTSON
Western Manager
Chicago

ELIOTT D. ODELL
Eastern Manager
New York

DORR & CORBETT
New England Representatives
Boston



Member A. B. C.

Telling It to the Boy Scouts



It Could Be Your Product

Here's a Scout admiring his axe. Substitute his bugle — knife — blanket — anything he owns, and the picture remains as true. Why not have it *your* product? Boy Scouts are quick to buy advertised products. And their enthusiasm for these things is well known.

Boys' Life reaches many thousands of the 550,000 Boy Scout membership. Advertising in it will teach its readers to use and prize your product just as our young friend above prizes his axe.

Let us tell you more.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

show them as they are not, or if they cause a man to forget what he knows, they are worse than useless.

It takes no super-human intellect to realize that dollar for dollar it costs less to sell a single order amounting to \$5,000 than one for \$1,000. Our hoss-trading grandfathers knew that without cost figures.

But what do cost figures tell grandpa's grandson who happens to sell underwear at a selling cost of 10 per cent for the business as a whole?

They tell him, contrary to common sense and to age-old experience, that it costs \$500 to sell a \$5,000 order and \$100 to sell a \$1,000 order, in spite of the fact that both were sold on one call of an hour's duration to merchants on opposite sides of the street. Actually, of course it did no such thing. The cost was that of one call—the same for both.

Actually the result in net profit per dollar of sale was five times as much on the large order as on the small one. The cause for the disparity in the size of the two orders can be found either in the greater business done by one merchant or in the fact that he concentrated his purchases of underwear with one manufacturer instead of scattering his patronage.

In either event his business is worth keeping and the part of wisdom is to make it worth his while to continue. Is it not self-evident that he can be given a lower price based on his larger purchases and still return a greater net profit to the manufacturer?

The one-price policy adopted by many concerns is a fallacy based almost entirely on the misinformation given by the percentage cost of selling. When the cost of selling is once determined as a cost per call it becomes logically unthinkable for a manufacturer to do anything but offer a substantial quantity discount based on the size of individual orders or on the total purchases for a year. Many progressive concerns have adopted that plan when once they have learned the truth about selling costs.

Literally there are hundreds of facts about selling that properly gathered figures can tell, which if listened to will call the executive's attention to present mistakes and show the way to more profitable policies and methods.

Gordon B. Muma

Has been appointed sales manager of the Cutler Desk Company, Buffalo, N. Y.

The John S. King Company

Cleveland, will direct advertising for the Columbian Hardware Company, same city, manufacturers of garage and household vises.

Louis H. G. Rubin

Has resigned as head of the mechanical production department of The Class Journal Company to join the sales staff of the Triangle Engraving Company, New York.

Industry Researches on
**Radio, Hosiery, Tires, Candy,
Perfume, Washing Machines—**

each one about 75 typewritten pages of real fact and figure, of the hard-to-get kind; with intimate detail, and with hand-drawn graphic charts.
Price: \$150.00 each.

THE BUSINESS BOURSE

15 West 37th St., New York City
Tel.: Fitzroy 6720

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS

for
WINDOW,
COUNTER,
and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

Normandy Over the Border

[CONTINUED FROM PAGE 17]

English and long-worded English, at that. True, these bill-boards are conspicuous by contrast to the overwhelming proportion of French around them, but that very fact should make the firms which pay for them suspicious as to the wisdom of the policy. My own observation on this point would indicate that manufacturers from the United States are the only ones to follow this policy.

Obviously the cost of two sets of posters, store signs, window placards, etc., is probably the explanation of such procedure. At least one advertiser, however, has cleverly surmounted the difficulty so far as it applies to billboard advertising.

THIS particular advertiser has so arranged his poster design that all of the descriptive wording is concentrated into one portion of the design. A separate strip has then been lithographed which carries the sales-message translated into French. One poster, therefore, serves all needs. Where the poster will be read by English inhabitants and tourists from the States the original is used. Where it will be read by the French population the strip is pasted over the English words and a French poster is produced at negligible cost.

Not all advertisers from this side of the line make the mistake of limiting themselves to English.

You can hardly ride five miles in any of the more available parts of the Provinces without learning that one of our most popular beverages is "*delicieux et rafraichissant*," and is available in a surprisingly large number of places "*sur la glace*." A trip through Quebec, by the way, is decidedly "*rafraichissant*" to whatever French may have been yours in school and college days. When a sign reads "Sucre d'erable a vendre" and, immediately below, "Maple sugar for sale," it is an easy and painless way to be taught, or retaught, a little French.

Quebec is a market close at hand and one which must almost certainly offer increased possibilities as the years pass. The Eighteenth Amendment is proving a wholesale money-maker for our neighbor, and, while this harvest as yet has benefited only a small portion of the whole population, in the end it will be reflected in increased buying power of all classes.

If you seek this market, however, don't visualize it in the terms of the *Ritz-Carlton*, *Mount Royal* or *Chateau Frontenac*, nor of *Sherbrooke West* or *Mountain Hill*. Think of it as *St. Denis* and *St. Foye*, as *La Prairie* and *Trois Rivieres* and think of its people as *Pierre Delorme* and *Marie Louise Lebeau*, as *Guillame Lagasse*, *Napoleon Dore* and *Maxime Trudeau*. Make your advertising "*Canayen*."

City Quality City Service City Speed

BUT—

OUR location outside the zone of high production costs gives you Quality Service on your publications, catalogues, house organs, bound books and direct mail matter—at prices you cannot expect from city printers.

Some of the publications we are now printing have been handled by us for more than twenty years—a striking tribute to quality, service and economy. We offer complete facilities for printing, electrotyping, color work and binding.

Let us estimate on your next order. Call our New York Office and let us show you how Lancaster Press can cooperate with you.

Lancaster Press, Inc.

Fisk Building, 57th Street & Broadway
New York City

Telephone Circle 3795-3796

Plant at Lancaster, Pa.

Can You Sell Industry

SELLING to industry is no game of blind man's buff. Reaching out blindly to sell every factory, offers no assurance either that you will find the real buyer, or that the prospect will be worth while.

To ignore the known facts of how industry buys and what will influence the buyer, is but putting blinders on selling.

With the widespread demand for lower costs of distribution there is need for the application of scientific methods in selling. No longer can the efficient and the

inefficient both meet profitably the competitive conditions ahead.

The dividends of the future will be wrested from savings effected by the use of more efficient methods.

Truly this is no time to be blindfolded by past performances or present profits. Smug complacency is commercial ether.

The Direct Road to the Industrial Buyer

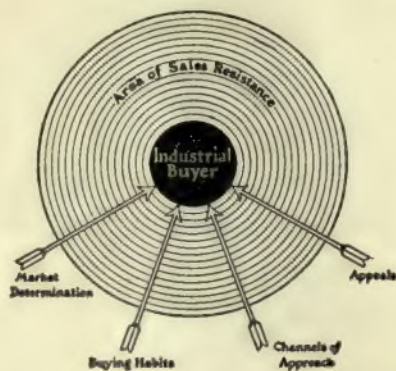
In no field of marketing is the opportunity for efficient selling more certainly present than in the industrial field. The possible buyers for any product sold to industry are comparatively few and are definitely located.

To reach them efficiently four basic facts—the four principles of industrial marketing—should be determined: (1) The potential market should be analyzed (2) The buying habits of the market should be ascertained (3) The most direct channels of approach should be employed (4) The appeals most effective should be developed.

Any manufacturer who will organize his selling and advertising upon these four fundamentals will place himself in a fair position to meet competitive conditions ahead.

No great difficulty need attend the gathering of specific data on any given market, provided properly informed sources of information are consulted.

To the McGraw-Hill Company, industry is an open book. For fifty years it has been a vital part of industry itself.



The Four Principles of Industrial Marketing

1 Market Determination

Markets should be analyzed, worth while prospects located and effort concentrated on them.

2 Buying Habits

The buying habits of industry are definitely known. Sales and advertising plans should take these buying habits into account.

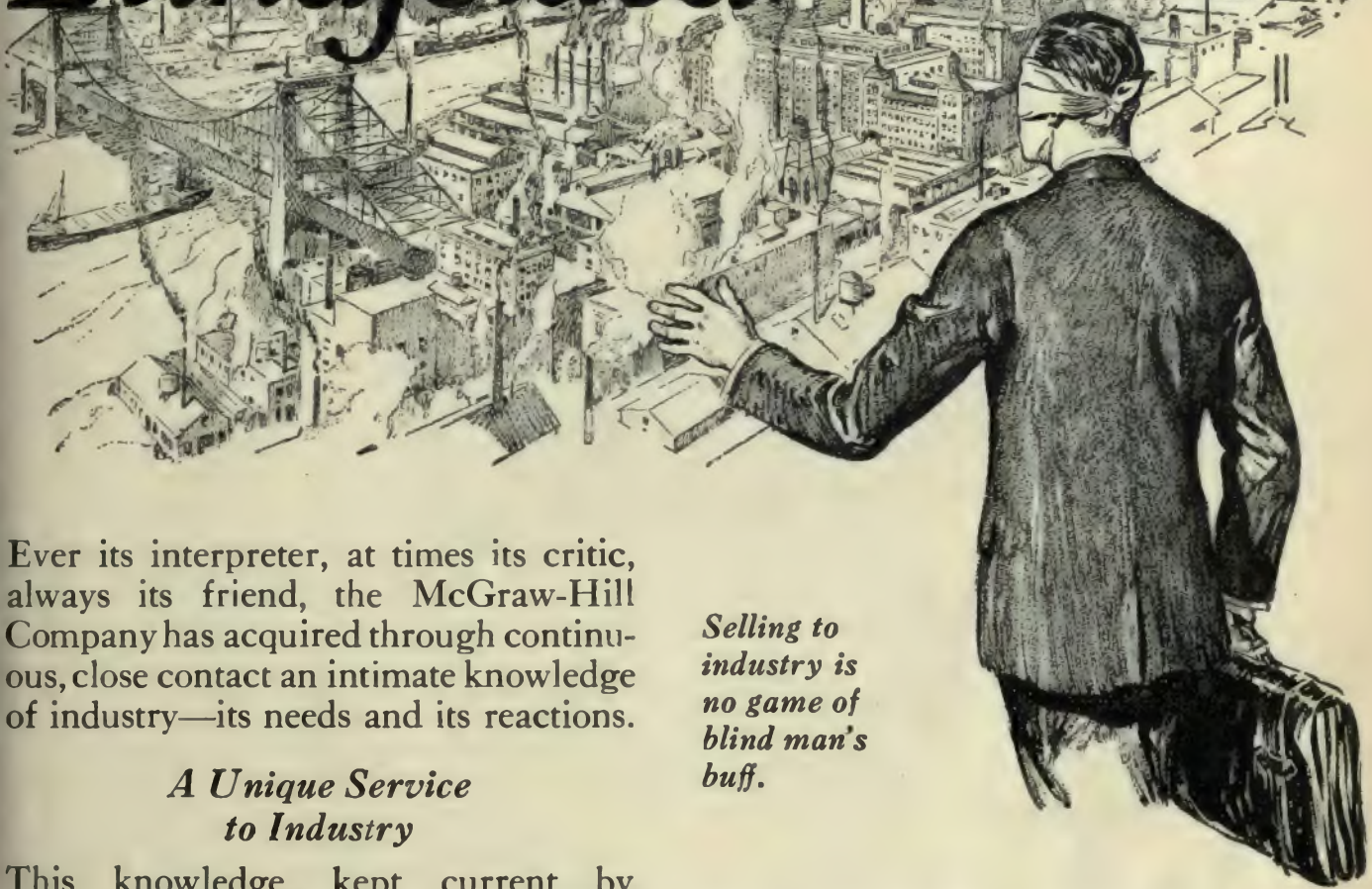
3 Channels of Approach

There are direct means of reaching the industrial buyer which can be used effectively and economically.

4 Appeals that Influence

The industrial buyer is influenced by certain known appeals. He should be approached through these appeals.

Blindfolded?



Ever its interpreter, at times its critic, always its friend, the McGraw-Hill Company has acquired through continuous, close contact an intimate knowledge of industry—its needs and its reactions.

A Unique Service to Industry

This knowledge, kept current by McGraw-Hill through the publishing of fifteen publications essential to industry, is available to manufacturers in formulating their sales and advertising plans. It will be a pleasure to assist manufacturers and their advertising agents in their efforts to lower costs of distribution.

Selling to industry is no game of blind man's buff.

As a preliminary, it would be well to read "Industrial Marketing," which graphically covers the results of a recent survey of the buying habits of industry. This will be sent upon request to any manufacturer whose market embraces any of the industries covered by the McGraw-Hill Publications.

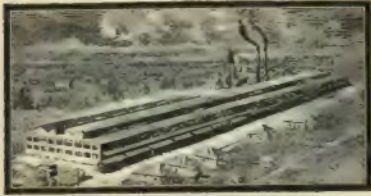
[This advertisement is the fourth of the series which is appearing in the following newspapers—*New York Times, Philadelphia Public Ledger, Pittsburgh Gazette-Times, Cleveland Plain Dealer, Detroit Free Press, Chicago Tribune* and *New York Herald-Tribune*; in the following advertising papers—*Printers' Ink, Advertising and Selling Fortnightly, Class*, and in the McGraw-Hill Publications. The purpose of these advertisements is to arouse a national appreciation of the need for improving industrial sales efficiency, and to awaken a keener interest in the correct principles of industrial selling.]

McGraw-Hill Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London, Publishers of

McGraw-Hill Publications

REACHING A SUBSTANTIAL MAJORITY OF THE POTENTIAL BUYERS IN THE INDUSTRIES THEY SERVE

- | | | | | |
|---|--|---|--|--|
| <p>Mining
ENGINEERING & MINING JOURNAL PRESS
COAL AGE
Radio
RADIO RETAILING
RADIO TRADE DIRECTORY</p> | <p>Electrical
ELECTRICAL WORLD
JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING</p> | <p>Industrial
POWER . AMERICAN MACHINIST
CHEMICAL & METALLURGICAL
ENGINEERING
INDUSTRIAL ENGINEER</p> | <p>Overseas
AMERICAN MACHINIST
(EUROPEAN EDITION)
INGENIERIA INTERNACIONAL</p> | <p>Construction & Civil Engineering
ENGINEERING NEWS-RECORD
Transportation
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION</p> |
|---|--|---|--|--|



FACTORY EQUIPMENT purchased by furniture factories runs into millions of dollars annually.

New factories and new additions are taking the place of older plants.

Branches are being built in the South and in the Northwest.

Old machinery is being discarded and modern equipment is taking its place.

Building engineers and manufacturers of equipment that is used in making furniture find they can reach, through this journal, the men who have a great deal to say about where the money is spent.

This is the only audited circulation industrial paper published that serves the furniture manufacturer. We'll gladly send you sample copies and talk things over.

The Furniture

Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A. B. C. A. B. P.

In
SOUTH BEND
It's the
NEWS-TIMES

Our local advertising rates are 10% higher than the second paper.

We lead in local advertising.

Member of A.B.C.

Represented by

Lorenzen & Thompson, Inc.
New York

Chicago San Francisco

Putting Words Together for Memorable Effect

[CONTINUED FROM PAGE 34]

The device of rhyme, as emphasis, is probably the device of rhyme-words. And rhyme-words have emphasis. They do stick in the memory. Witness the little child learning its Mother Goose. On which words does it join in? On the rhyme-words. Witness the memory systems based on rhyme-words.

HOW many a clothier has asserted that he fitted thin men, stout men, regulars? Arnheim stated that he fitted "men angular, regular, globular." Now that is a phrasing, I maintain, which gets remembered. "Angular, regular, globular." Our mental tongue—we have one, you know—revels in rolling that about. Out of exactly such material did Gilbert and Sullivan build their famous patter songs. Who can hear "The Mikado" and not go away, phonographing for the rest of his life: "Kingdoms animal, vegetable and mineral?"

So, when John and Jane Publick find a fabric described as "shimmering, glimmering," or "airy, fairy," they are far more likely to remember it.

Often, rhyme can be used to make an antithesis even more memorable. Blue Jay uses it this way: "A corn isn't just a pain—it's a drain." The two-key words in rhyme. "Pain," drain,"—hooked together. Certainly, that line has a hundred times better chance of being remembered. Much the same strengthening is put by rhyme into the contrast.

Arnheim copy is full of this device. Summer fabrics are described as "bearable and wearable." Fit is defined as "a study in peculiarities and regularities."

Listerated Gum, in a poster, advises John Publick: "Keep bright, both mentally and dentally."

The rule would seem: The more memorability devices, the more memorable the result. Thus, it probably is possible for the copywriter to write as does the poet, and consciously strive for colorful effects. If he masters his art, the result will be neither forced nor mechanical; it will be those copy gems for which every advertiser hopes and every advertising man strives.

To refer again to Chateau Frontenac copy. Its main emphasis is always on the contrast between romantic old Quebec and the baronial flavor of the Chateau. This key thought was recently summed up in a sentence of ten words, which introduced six different emphasis, clearness and vividness devices. These were: Rhyme, Contrast, Parallelism, Alliteration, Inversion, Exclamation.

The sentence is worth discussing be-

cause of the effect thus obtained: "To roam in realms romantic, to dwell in halls gigantic!"

The main theme is the contrast between the place "to roam" and the place "to dwell." This contrast is heightened by an exactly parallel construction. The two key adjectives "romantic" and "gigantic" are emphasized by being put at the ends of their respective phrases—inversion! They are still further emphasized by rhyme. The first phrase has a lovely alliteration; note the "r" rolling through. The second has "l" and "g" sounds holding it together. Both phrases have the heightened dramatic effect of exclamation, and even own the swing of a marked rhythm.

This sort of copy-writing, desirable though it may seem, looks more difficult than cross-word puzzling. Yet, it isn't difficult. It is mostly the result of a cultivation of certain habits of writing. If copy-writers would only "spot" their sentences as visualizers do their layouts! The mixy sentence and the dull sentence should be as great a crime as the mixy layout and the dull layout.

BONWIT-TELLER, in typical retail B style, had this:

"The smart woman assumes masculinity in her daytime attire, but is all the more gloriously feminine in the evening."

Any copy-writer with a feeling for word craftsmanship would here immediately see an opportunity. Let us begin by getting the two key words into rhyme and direct antithesis. This gives us "masculinity" and "femininity." Let us heighten the antithesis by opposing an adjective to "glorious"; "severe" goes well, with its "s" sound. Now, the thought of changing costume needs emphasis. Again, an opportunity for rhyme-words in contrast; we will oppose "assumes" with "resumes." "In her daytime attire" is too long a phrase to tag onto the end of the main thought. Shorten that to "in the daytime"; oppose it with "in the evening"; invert and separate the compound sentence into two separate sentences.

We have: "In the daytime, the smart woman assumes severe masculinity; in the evening, she resumes an all the more glorious femininity."

However, for that supreme skill in playing with words, which makes John Publick's ear tingle with delight, I must refer to what some one has called "Coleridge's splendid bit of foolery": In Xanadu, did Kubla Khan

A stately pleasure dome decree,
Where Alph, the sacred river ran,
Through caverns measureless to man,
Down to a sunless sea.

*This is one of the
3 or 4 most im-
portant outlets in
America*

HERE'S a unified, stable market in which a sound balance is maintained between industry, commerce and agriculture.

It comprises the world's greatest iron ore market and lake port district.

It is Ohio's greatest coal producing area.

In its agricultural development it rivals all other markets in the United States. Cleveland, the pivotal point of this area, is the second city of the United States in diversified industries, and the fifth in population.

Today, sales executives are thinking of distribution in terms of markets.

They are spotting their worthwhile markets, and in them are concentrating their major sales efforts, coordinating sales and advertising with powerful effect.

Can you think of a more propitious market than Northern Ohio in which to conduct such an aggressive campaign?

The Plain Dealer can help the manufacturer and seller of any product to determine his potential distribution anywhere in this market. It has recently published the 1925 edition of its highly instructive book "Cleveland's 3,000,000 Market and How to Sell It."

This book divides the entire Northern Ohio area into 11 merchandising zones. It gives the number and class of manufacturers, jobbers and retailers in each town of 1,000 or more population. It gives the population characteristics embracing the number of families and dwellings, the division between males and females, and a vast amount of information of invaluable assistance to anyone either possessing or seeking distribution in this market. It will be sent gratis to any responsible executive.



A Great Market Easily Reached Through One Newspaper

NATURALLY, you are in business to make a profit. Naturally, too, profits come biggest in sections where sales are large and selling costs comparatively small.

The Northern Ohio market offers you 3,000,000 people in an area that's compact, easily reached and economically handled. Its people are prosperous and strikingly responsive to advertising.

And—you can do an adequate advertising job throughout this entire market in one newspaper, at one advertising cost.

Many concerns, already well established, use the Plain Dealer to stimulate their sales—to give their product new life in this territory. Their experience has taught them that this newspaper reaches and sells the buyers of advertised merchandise of every

kind and price, not only in Cleveland but throughout the rich district of which Cleveland is the buying center.

Others, marketing new products, use the Plain Dealer as a lever to help win distribution and public acceptance for their goods.

All of them have found that the Plain Dealer is not only one of the country's great newspapers but that it is also one of the greatest of advertising mediums.

The Plain Dealer is the only newspaper that reaches or even taps the buying power of the whole great Northern Ohio market. Without it you cannot do justice to your advertising and selling program in this district. With it you have the most powerful lever for sales you can possibly buy in Northern Ohio.

The Cleveland Plain Dealer

Cleveland's Greatest Salesman of ANY-Priced Merchandise

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
Times Building
Los Angeles

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.



Financially Strong

Advertisers have a right to know the financial condition of a publication in which they are being asked to invest thousands of dollars.

People's Popular Monthly

- Owens its own building and plant worth \$250,000.
- Has built the institution entirely from profits.
- Is entirely owned by officers of the company.
- Has a thirty years' history of consistent, conservative growth.
- Has never missed an issue.
- Is published under very favorable labor conditions.
- Has a low overhead and manufacturing cost.

Is a Sound Investment

for advertisers anxious to send their story year after year into the small towns of America through the pages of an influential publication.

People's Popular Monthly

Des Moines, Iowa

CARL C. PROPER, President GRAHAM STEWART, Vice-President
A. M. PIPER, Secretary-Treasurer

The Cub Salesman as a Sleuth

[CONTINUED FROM PAGE 20]

otherwise would have been necessary.

Cold canvassing for prospects, assisting at the demonstration, final installation and, sometimes, a general supervision after the product has been installed—all lie in the province of the junior salesman.

Close and intimate supervision of the junior's work by someone, either main office or senior salesman, is absolutely essential. While he may be useful to relieve the high-priced man of petty detail work, it must not be forgotten that he is a senior in embryo. He is there to see how it is all done, to watch the sales approach, to hear the sales argument. Unless the junior shows growing ability to handle sales himself, to take on the offices of senior salesman some day with a territory of his own and possibly a junior salesman under him, he might better be replaced at once, for he will never be more than a salaried clerk.

JUNIOR salesmen are almost invariably put on a straight salary basis. This may be paid by the company or its agency during the first month or so of training, and then taken over by the senior salesmen. Each senior is, in effect, a salesmanager. He assigns the work and the territory the youngster is to cover, watched, of course, more or less closely by the home office. Some home offices consider it of sufficient importance to establish extremely close relations with the junior men. They insist on careful weekly reports, both from the junior and from the senior over him. Other companies give but casual supervision from the home office.

The question of who bears the salary expense of the junior salesmen is more important than it may seem on the face of it. It is a peculiar fact that those companies most successful with junior salesmen, make their senior salesmen assume this charge. One manufacturer who failed miserably with his first experiment with juniors, laid the failure to the fact that the company assumed this expense, with the result that its senior salesmen did not find it entirely to their own advantage to watch and train the junior and used him for detail work instead of in the selling end. Later, this company took on a number of junior salesmen and guaranteeing their salaries for a certain period only. This time the junior work proved advantageous to both the salesmen and the company, and they found themselves building up an excellent force of young salesmen, carefully and practically trained in demonstrating and selling the product.

Those companies who do not pay the junior salesman a fixed salary usually arrange for a fifty-fifty commission basis with the senior salesmen. In one case the senior salesman of a specialty

If it has a plan
back of it—
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**

Specializing
in window and
store display
advertising

327 E. 29th St.
Lexington 5780
New York City

When You're in the Rough—



And the words just won't come, use a Cram Cut. It will live up your message and help you drive it home. The Cram proofsheets are just loaded with good ideas for illustrating your house organs, booklets, sales letters, etc.

Cuts are One Dollar each, cheaper in quantities. Free proofsheets from Dept. B 108.

The CRAM STUDIOS
Muskegon, Michigan

“-where we use only **Subway and Elevated**

car and poster
advertising
our sales
have shown
a steady “
increase -”



INTERBOROUGH ADVERTISING

CONTROLLED BY

50 UNION SQ. **ARTEMAS WARD, INC.** NEW YORK N.Y.

Exclusively
SUBWAY and
ELEVATED

The Jack Chemical Company
The Chemical Division of
The Jack Chemical Company
87 West 42nd St.
New York, N.Y.

Dear Sirs:

We have many other chemicals available
which are of the highest quality and
which are of the most economical kind.
We are now offering you a special
discount on our products if you will
order them in quantities of 100 lbs. or
more. We will be glad to quote you
prices on any order you may place.

Very truly yours,
The Jack Chemical Co.,
New York, N.Y.

THE BEACON JOURNAL
AKRON, OHIO
(Evening)

and the

SPRINGFIELD SUN
SPRINGFIELD, OHIO
(Morning and Sunday)

Announce that

Story, Brooks & Finley, Inc.

New York

Chicago

Philadelphia

San Francisco

Los Angeles

now represent them both in the
East and West

house pays only a \$10 weekly salary and 10 per cent of his own commission on sales. Another company permits a fair salary plus a fifty-fifty commission basis.

The assumption of junior salesmen requires considerable advance planning. Both the market possibilities of the product and the character and caliber of senior salesmen must be considered. It means actual money investment by company and senior salesmen alike. As the mortality is high it is an investment which must not be entered into rashly. And yet it must be remembered that the best senior salesmen evolve from these juniors. They have passed through an intensive period of training, a training which is practically prohibitive if applied to high-priced salesmen who must chafe at slow results. It is a practical means of reducing selling expense while training and promoting individual efficiency.

Lieut. Col. Edward F. Lawton

Assistant managing proprietor of the London *Daily Telegraph*, was elected chairman of the Fourteenth District of the Associated Advertising Clubs of the World (British Isles) to succeed G. Harold Vernon, also of London, at the first annual British advertising convention at Harrogate, Yorkshire, England. Arthur Chadwick, managing director, Amalgamated Publicity Service, London, was elected honorary treasurer, and Andrew Milne, also of London, was reelected honorary secretary. C. K. Woodbridge, president of the Associated Advertising Clubs of the World and president of the Dictaphone Corporation, New York, was a guest of honor. Plans were announced for an international made-in-Britain advertising campaign. This plan was suggested by Ramsay MacDonald, former prime minister, with the aim of restoring British trade to its pre-war position.

Edmund S. Whitten, Inc.

Is the name of a new general advertising agency which has been established at 141 Milk Street, Boston, Mass. The officers of the new concern are: president and treasurer, Edmund S. Whitten, formerly account executive with the Boston office of Albert Frank & Company; vice-president, Roland R. Darling, formerly with Brown & Sharpe of Providence; assistant treasurer, Cheney L. Hatch, formerly with C. W. Whittier of Boston, and, secretary, Ray F. Emerton.

"Fairchild's International Magazine"

Is being printed in English in Paris, France. The first issue of ten thousand copies was recently placed in circulation. The magazine will appear monthly from now on and will be devoted to résumés of the international textile and apparel worlds, both men's and women's apparel, together with world-wide news events in these industries.

Kenneth B. Groser

Who recently joined the staff of *Columbia Magazine*, will have charge of the New York State territory for that publication.

Reliable Counsellors

The president of a great textile manufacturing concern near Philadelphia asked us to name the man who was best fitted to become their New York representative at a salary of \$15,000 a year.

We named the man who is now vice-president and agent of the corporation in question. We didn't do it for money. No bill was rendered to the man or the corporation for a service of this kind. The only thing we have to sell is subscriptions to and advertising space in the *American Wool and Cotton Reporter*.

We get hundreds of jobs for men in the course of a year, but we don't run a commercial employment agency and we don't make any money out of it, so we don't recommend a man unless he is worthy.

Nor do we solicit or carry any advertising in the *American Wool and Cotton Reporter* that doesn't belong there. We don't tell a man that there are opportunities for him in the textile industry unless the opportunities are patent. If you can't make a success in the textile industry, we don't want your advertising.

Within a year, a manufacturer of wooden cogs—that is, wooden teeth for big gears—asked us about the possibilities in the textile industry. We told him it offered no outlet for his product. We turned down this advertising—but another textile paper accepted and published it.

If you have something for the textile industry, if your prices and qualities are competitive, come along with us and we will show you something.

Standard 7 x 10 Page

Established 1887

Charter Member A. B. C.

American Wool and Cotton Reporter

BENNETT SERVICE

Recognized Organ of the Great Textile Manufacturing Industries of America
The Oldest Textile Paper of Continuous Publication in the United States
Largest Circulation in the United States of any Textile Publication

530 Atlantic Avenue
Boston

518 Johnston Bldg.
Charlotte, N. C.

\$23,000,000 PLUS!

The *Womans Press*, official Y. W. C. A. magazine reaches those who specify and say O.K. to the \$23,000,000 Y.W.C.A. organization budget.

And in addition, it reaches the 600,000 Y.W.C.A. members, all of whom buy luxuries and necessities for their daily use.

There is a sales opportunity for you. Write for rates.

The Womans Press

600 Lexington Avenue

New York



Distinctive Service

DISTINCTIVE features of POWER PLANT ENGINEERING, which have proved their value throughout its 29 years' service to the power plant field, are:

First, it gives to men who directly control the country's foremost power plants the authoritative information necessary to the installation and operation of their plants.

Second, the sole activities of its entire organization are directed toward making this one publication most helpful to the influential clientele it serves.

Third, its frequency of issue, the first and fifteenth of each month, correctly meets the professional needs of its subscribers, and effectively and economically serves its advertisers.

High quality circulation, close reader contact and low cost are assured to advertisers in POWER PLANT ENGINEERING.

Member Associated Business Papers, Inc.
Member Audit Bureau of Circulations.

POWER PLANT ENGINEERING

537 So. Dearborn St., Chicago, Ill.

A Literary Man Looks at Advertising

[CONTINUED FROM PAGE 24]

ticular performance would be to write copy. Somewhat startled, then, he was when early among his duties was put up to him such problems as finding people to fill jobs, at very sizable salaries, with various clients; considering such questions as editing books by highly distinguished authors; making speeches before audiences of business librarians and sundry other congregations; studying the carrying value of scientifically wrought-out juxtapositions of colors; pondering a possible improvement for typewriters; seeking an attractive name for a new brand of—well, anything you please; and much more.

For, you see, an advertising house of the first rank nowadays functions as a business counsellor generally to its clients and holds a confidential relationship to them.

HONESTLY, now, isn't a lot of advertising copy absurd and ridiculous stuff? And is not a considerable amount of advertising now current, even when sensible enough in thought, very poorly written? Quite so. And anyone at all sensitive to the quality of writing will find, all around, a good deal of other copy of which he could say the same thing—in countless Sunday stories, many magazine articles, numerous editorial columns, book reviews in various quarters, and in more or less of the most flourishing fiction.

The writer of first-rate advertising can make as much use as almost anybody else of a full mind. The hobby of one of the most successful advertising writers going, our friend learned, is biography; and he is reputed to have assembled in this field a remarkable library for a young man. His shelves, marshalling the lives of men eminent in every field, are among the prime tools of his trade. An outstanding recent advertisement, you may have noticed, led off with a quotation from Herodotus. At any time, something of the best that has been said or thought in the world may serve as a cue for the writer of advertising, well or indeed ill, according to the degree of his literacy and taste.

Does anyone doubt that the production of advertising presents an opportunity for the play of the alertest kind of news sense? Let's see. Our friend turned through the proofs of advertisements published by one department store, and came at haphazard upon such items as these, among innumerable others of a like kind, which had fed the mind of the copy writer: A remark by Rudyard Kipling about "decent and wary economy" which he made on the occasion of his installation as

Lord Rector of St. Andrew's University; the announcement of the authorities at Princeton of their estimate of the necessary expense of a four-year course; a *mot* by Frank Tinney; an excerpt from H. G. Wells calling attention to a story by John D. Rockefeller concerning a lesson he learned while digging potatoes; the appearance of a certain cartoon by Rolin Kirby, and also one by J. N. Darling; a letter printed in H. I. Phillips's column in the *New York Sun*; a railroad ruling affecting Long Island commuters; a relation by Mrs. Tom Mix in Photoplay concerning diamonds as insurance; a reference to a point scored years ago by Joseph H. Choate in summing up in court; an editorial in the *New York Times*; an allusion to Death Valley Scotty, one time king of spenders, in his old age reported broke; the title of "The Seventh Heaven;" and a recollection of President Coolidge by one of his fellow graduates of Amherst.

This harvest of the world's daily goings on was employed in a highly modern form of advertising called "institutional" in which is now expended an amount of talent and skill quite comparable to that employed in the best journalism current. It wouldn't be a bad idea at all for the academic courses in English composition to consider, as examples of clean-cut, clear-headed, high-class writing of the day a selection from among the best specimens of our modern advertising. I say that Stevenson would not scorn to acquaint himself with such samples of lucid, nervous (in the nice meaning of the word) and well-groomed writing.

AN amount of preparation which will considerably surprise anyone on the outside often precedes the composition of an advertisement. In the library of the advertising agency where our journalist friend got his job, there is a staff of seven people; the library consists of more than a thousand volumes, more than five hundred different magazines and trade journals are received, and the clipping file consists of thousands of articles, reports, surveys and so on. When a great newspaper, as venerable almost as the hills, was to become the client of an agency as fresh, in a slight figure of speech, as the morning, the agency gathered data that measured up into forty pages of compact information. In this was recorded, among much else, such concrete matter as exactly the number of columns and lines of foreign news, of financial news, of sporting news, and so on, printed by the newspaper within a specified time; the number of news beats secured by

PRINCIPLES

to which we *adhere*

IN THIS AGENCY the advertiser's interests are under the constant supervision of the executives. The client is always in touch with the principals. His problems and plans have the serious attention of executives and service men alike, and are discussed and analyzed by them at all times.

ADVERTISERS served by our organization may be sure that any plan presented is the deliberate, matured conviction of several trained merchandising men. We are constantly working to make the advertising and merchandising efforts of our clients produce greater results.

WITH US, an advertiser is made to feel that we are a unit of his own organization, functioning with his sales department, his advertising department,—in fact with his entire organization, but in an infinitely closer way than is usual.

OUR POLICY is to render a service of a close personal nature and fundamentally sound; a service that warrants years of association.

*If you would like to talk with one of the owners
of an agency founded on these principles—write us.*

LAMPOR T · MACDONALD COMPANY

ADVERTISING  MERCHANDISING

J. M. S. BUILDING
SOUTH BEND, INDIANA

APPROXIMATELY 50,000,000 people—nearly half the population of the country—are served by gas thru 10,000,000 meters. The scope and size of this industry is tremendous. And it can be covered 99.47% by Gas Age-Record.



Gas Age-Record

9 East 38th Street,
New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record

"The Spokesman of the Gas Industry"

the newspaper, all within that time; the number and location of its correspondents abroad and at home, and so on. Then? From all this was dug out by a man who has written goodness knows how much for, at one time and another, every important paper in New York City, what might reasonably be assumed to be the points most effective for emphasis. This he did not do within the twinkling of an eye. And every one of these terse statements was entirely rewritten by a colleague, also a former newspaper man. Then the first writer criticized minor points in the work of the other man, and the paragraphs were again revised in proof.

Take a look, too, said our friend at this picture:

Three professional writers of reputable standing and years of experience (all of them, by the way, former editors of magazines of large national circulation) spending, altogether, hours over one piece of copy—highly paid men, valuable time going by all the while. They work in one of the most rapidly growing advertisement houses in the field; would not almost anybody be likely to think that they would say to themselves: "What's the matter with our copy, it's successful enough, isn't it?" But no, this business house is not satisfied with merely being successful. It hires a journalist from the outside, and, in heaven's name, what for? In good measure, to jack up the copy of the establishment generally, and bring it nearer to the pure milk of the written word.

Hal. T. Boulden & Associates, Inc.

Publishers' representatives, have been appointed eastern advertising managers of *All-Sports Magazine* of Chicago. This publication will be handled from the New York office under the direction of Don. F. Whittaker, vice-president of the Boulden organization.

Joseph Ewing

Until recently in business for himself as merchandising counsel, has been appointed vice-president in charge of sales for the Simmons Company, manufacturers of beds. He will maintain offices both in New York and Chicago.

United Advertising Corporation

Has purchased from Henry Engel the poster advertising plants in Middletown, Conn., and East Hampton, Conn. These will be operated from the New Haven office of the United Advertising Corporation under the management of Oliver V. Ober.

Charles C. Green Advertising Agency, Inc.

Philadelphia office, will direct newspaper advertising for Bown & Company, investment bankers, same city.

T. A. McMillan

Advertising manager of the *Knoxville (Tenn.) Journal*, has been appointed advertising manager of the *Knoxville News*, succeeding P. T. Fogarty.

Showing that: A Rope Must Also Be Long.

IT was one of the best wells in the country. And so he tied a big, strong rope on to his very best bucket and let her down. But when he pulled up and measured the results, he said out loud: "Somebody has lied about that well. I've tried that same rope and that identical bucket elsewhere and they always brought up the stuff."

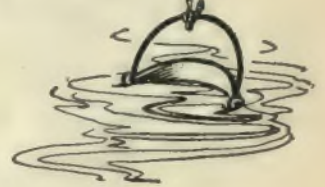
If he had used a longer rope, everything would have been O. K.

On the lower portion of the map of these United States is a market of vast resources—the South. A market that can be easily reached through the right medium. But you can't reach the South through magazines alone. Even the biggest of the magazines fall short—giving a circulation equal to barely more than 1% of the total population of ten wealthy Southern States.

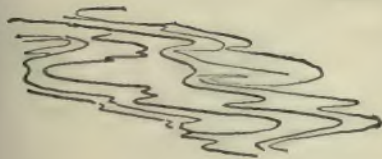
On the other hand, newspaper advertising in this section shows wonderful results. The South reads newspapers—READS them. Not merely scanning them and throwing them aside.

The new South with its ever-increasing earning power presents the most virile market at hand. Southern newspapers not only cover the territory, nook and corner, but also offer a merchandising service specialized to local conditions.

For detailed information as to the possibilities of the South as a market, write to the Southern Newspaper Publishers' Association at Chattanooga, Tennessee, or to any of the newspapers listed below.



THESE NEWSPAPERS COVER THE SOUTH FROM TOP TO BOTTOM



ALABAMA

Anniston Star
Birmingham Age-Herald
Birmingham News
Huntsville Times
Mobile Item
Mobile Register
Montgomery Advertiser
Montgomery Journal
Opelika News

FLORIDA

DeLand News
Fort Myers Press
Gainesville Sun
Jacksonville Journal
Jacksonville Times-Union
Lakeland Star-Telegram
Miami Herald
Miami News
Miami Reporter-Star
Orlando Sentinel
Palm Beach News
Sanford Herald
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Tampa Times
Tampa Tribune
West Palm Beach Post

GEORGIA

Albany Herald
Atlanta Constitution
Atlanta Journal
Augusta Herald
Columbus Ledger
Moultrie Observer
Savannah News
Thomasville Times-Enterprise
Waycross Journal-Herald

KENTUCKY

Paducah Sun

LOUISIANA

Baton Rouge State-Times
LaFayette Advertiser
Lake Charles American Press
Monroe News-Star
New Orleans Daily States
New Orleans Item-Tribune
New Orleans Times-Picayune
Shreveport Times

MISSISSIPPI

Greenwood Commonwealth
Gulfport and Biloxi Herald

NORTH CAROLINA

Asheville Citizen
Asheville Times
Charlotte News

Charlotte Observer
Concord Tribune
Elizabeth City Advance
Fayetteville Observer
Gastonia Gazette
Greensboro News
Henderson Dispatch
Hickory Record
Kinston Free Press
Raleigh News and Observer
Raleigh Times
Rocky Mt. Telegram
Salisbury Post
Winston-Salem Sentinel

SOUTH CAROLINA

Charleston News & Courier
Columbia Record
Columbia State
Rock Hill Herald
Spartanburg Sun
Sumter Item

TENNESSEE

Chattanooga News
Chattanooga Times
Clarksville Leaf-Chronicle
Columbia Herald
Greenville Democrat-Sun
Knoxville Journal
Knoxville Sentinel
Memphis Commercial Appeal
Memphis Press
Nashville Banner

VIRGINIA

Clifton Forge Review
Danville Bee
Danville News
Danville Register
Fredericksburg Daily Star
Lynchburg Advance
Lynchburg News
Richmond News Leader
Roanoke Times
Roanoke World News
Staunton Leader
Staunton News-Leader
Winchester Star

VIRGINIA-TENNESSEE

Bristol Herald-Courier
Bristol News



"Sell it South Through Newspapers"

Size

YOU remember that old crack about: "How long should a man's legs be?" The trick answer was: "Why, just long enough to reach the ground."

There has been a lot of discussion about the sizes of magazines and the standardization of sizes. We, ourselves, are not at all convinced that one size for all media (as some extreme advocates of "gone-to-seed" efficiency urge) would be a beneficial thing. Of course, it would greatly lighten the work of the copy and production department. But that is about all the benefits discernible.

A race of men all of exactly the same size might temporarily be a good thing for the ready-made clothing trade. But, the benefits to the trade would soon fade and then think how monotonous the matter would become to the dear girls. Those whose heroes simply had to be tall would be equally as despondent as the sweet things whose gentlemen friends had to be short and fat.

Variety is the spice of life and, verily, it is the breath of advertising. By all means, let the sizes of the media be various.

Now, for ourselves, we are committed to the small, pocket size—the homeopathic dose, if you will.

Set a man down to a mass of coarse food and he must be ravenous if he does not turn his stomach. But, serve him a tasty thin-cut sandwich, on a snowy doily, as the saying goes, and he must be cloyed indeed if he does not give it at least a nibble.

Not only does the pocket size help to avoid the fatal overdose, but it is convenient as well. When we wish one to do our will, our chances of inducing him to do it are helped by making it convenient for him. Convenience is an inducement.

All publishers must strive to get their magazines read. That's what the magazines are for. Fail in this and you fail in all.

A. R. Maujev.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER is put up in convenient pocket size. That's just one reason why it gets such a thorough reading by the more than 100,000 industrial officials whom it reaches each month.



AT SEA

They've Been Hit Pretty Hard

The United States Immigration Law has hit the trans-Atlantic steamship companies pretty hard—so hard that some of them are finding it difficult to "carry on."

The last time I crossed the Atlantic—that was in 1913—the steamer on which I traveled from Naples to New York had 2200 passengers in the steerage. The steerage rate at that time was \$50. So, from the third class alone, that steamer's revenue was more than \$100,000 for the voyage.

The steamer on which I am traveling at the present time, has only ten third-class passengers; and its earnings from that source are less than \$1,000. On its last westbound voyage, this same vessel had only 93 third-class passengers.

No wonder first and second cabin rates have been doubled—and more. The movement of freight to and from Europe is still far from normal. Fact is, many of the passenger steamers in service on the north Atlantic are carrying no cargo at all.

Waiters Afloat!

I can understand why a man who has music in his soul should decide to be a 'cello-player; but why anyone should deliberately select a double-base—a "dog-kennel," as the light-minded call it—as his life's companion is quite beyond me.

In like manner, I can understand why men of a certain type become waiters; but why anyone should choose to be a waiter aboard a trans-Atlantic steamship—that, too, is a mystery to me.

Yet most of the men who act as stewards on the great liners impress one as considerably above the average in intelligence—rather more so, as far as surface indications go, than the majority of the men and women they serve. At my table on the — are two stewards who seem to me to have qualifications which many a millionaire lacks. That makes it all the harder to understand why they are what they are. No advertising agency "contact man" of my acquaintance has half—or a quarter—their tact. None

has so good a voice or so confident a bearing. Yet they are stewards—waiters afloat! What is the explanation?

How Do You Explain Such Things?

Last year, a tin manufacturer tells me, he made millions upon millions of ice cream spoons in the belief that the demand for them would be at least as large as in previous years. He was mistaken. Paper spoons had the call. He got rid of his tin spoons, but at a price so low that he decided not to make any more.

This year he is flooded with orders for tin spoons. He could, he says, sell twice as many as he made last year and at entirely satisfactory prices.

How do you explain such things?

Well Bred!

I have been in correspondence, lately, with several English and Scotch steamship companies and London hotels. And I have been greatly impressed with the "tone" of their letters.

Every question I asked them—no matter how trifling it might be—was answered completely and to my entire satisfaction. And apparently without effort on the part of the writers, I have been made to realize that I am a man whose patronage is desired.

Such letters are more than "efficient"—they are well bred.

Only Gods Are Good Enough for It

On rather more than half of the (about) 125 steamships in service on the North Atlantic, excellent accommodations can be had for \$175 a berth.

Is the everyday American who goes abroad satisfied with the accommodations he can secure for that amount of money? Not at all! For some reason which I have never been able to uncover, he insists on paying anywhere from \$500 up. "What difference does it make?" is his attitude.

The trans-Atlantic steamship companies, knowing this, act accordingly. With this result: The largest and finest of the express steamers on the Atlantic are overpowering in their magnificence. Never do I go aboard one of them without saying to myself, "Really, this sort of thing is altogether too splendid for human beings. Only gods are good enough for it."

JAMOC.

If Every Agency Man knew what every hardware man knows, Hardware Age would be on every hardware list.

The Human Side of a Great Business Publication

Back of every great enterprise is a human element contributed by those men whose experiences and personalities are reflected in that enterprise.

This is the element that molds opinion, creates good will and makes or mars its success.



Frank Mappes, Contributing Editor
(Store Management and Store Arrangement)

TO Frank Mappes the hardware field is indebted for the intensely practical counsel he so freely gives in his **HARDWARE AGE** articles on the arrangement and management of hardware stores.

Mr. Mappes brings to his editorial work a broad experience of twenty years as store engineer. In this capacity he has analyzed and reorganized many retail businesses. He has rebuilt equipment as well as organizations; he has re-designed many stores and has put systems in many others.

Some of the best designed and most efficiently organized hardware stores in the country stand as monuments to his genius in his calling.

During his connection with the Winchester

Company he acted as adviser and store engineer for the five thousand Winchester dealers.

Mr. Mappes is now giving the readers of **HARDWARE AGE** the benefit of his experience, both through his published articles and through his personal attention to the many problems dealers submit to him.

His enthusiasm for efficient store arrangement is catching. Thousands of dealers are bettering the appearance and selling power of their stores by following his suggestions.

Mr. Mappes' work is an important feature of the well-rounded, business-building service to its readers that has placed **HARDWARE AGE** in the forefront as one of America's most influential and successful business papers.

"The Most Influential Hardware Paper"

Hardware Age

A. B. C.



A. B. R.

239 West 39th Street

New York City

The Charge Against the Department Store

[CONTINUED FROM PAGE 18]

always and he was not interested. Inasmuch as the line was entirely new, I remonstrated, but got only a shrug in reply.

THIS was merely a slight foretaste of the things I was to experience, reaching a climax not long ago. We had tried for six years to reach a certain buyer, who simply would not be seen. Four of my salesmen tried and failed, and then I tried. Five times I made a definite appointment, and five times word was sent out 'not today.' There was not the slightest regard for appointment or courtesy. I went to the head of the store finally, and he hardly could believe such a story possible; a story of a reputable high grade concern trying for six years with five men, including the sales manager, to secure an audience to show that store how to make more money on our type of goods. The owner of the store called the buyer in, and we got an order.

"There is, however, vastly more to this matter of uneconomic buying practices by department store buyers. Take the fundamental matter of equalizing production by means of cooperation between buyer and seller; a matter which Herbert Hoover has stressed in his writings and speeches on waste.

"I saw a certain department store buyer in May or June and had our holiday lines ready. She was interested, even admitted that she intended to order, but said: 'I'll see you on my return from Europe in August or September.' I pointed out how, if the order were placed now it would be financially to the store's advantage; how it would eliminate overtime hurry, disappointment due to orders all coming in with a rush in one season. She only repeated dully, 'I'll see you when I come back from Europe.' I stuck to the argument, agreed to guarantee prices against decline. As a responsible sales manager, I had my vision of the mill operating wastefully on part time, idling until the grand fall crush. I could get nothing more intelligent out of this buyer than 'I'll see you when I come back from Europe.' This is entirely typical. There is a mad department store rush to place orders in the latter part of the year. Labor costs are boosted up, labor troubles fomented and factory workers' lives made chaotic by such practice. But reason is not in these buyers; they follow their narrow paths regardless.

"If you have an idea that after all they may simply be following what is good merchandising principle for them, just contrast these department store buyers with the chain store buyers.

In March the chain stores have already placed their orders; everything is all signed, sealed and arranged. But there is not a sign of life from department store buyers, nor will there be for many months to come. The chain store should be entitled to a price advantage for such fundamental buying. If the department stores were as business-like, a 10 per cent reduction in full, all around, would easily be possible.

"But, with all the department stores great palaver and excitement over price, they fail to look at the larger issues of merchandising. I once worked out a plan whereby a certain large department store could save \$5,000 a year on our line of goods. It was a real saving and a capable merchandising analysis, as was later fully proved. But do you suppose I could get the \$40 a week buyer in the store to examine carefully and act on this plan which would save her store more than her salary? 'I'll take it up six months from now,' was the answer. And six months later it was postponed for another six months. Here was I, earning at least five times her salary, an expert in my line of goods, giving her store the chance to save \$5000 a year, and I was obliged to cool my heels for a total of about 10 hours to no purpose during the course of an entire year! When you tell me that department stores are our keenest merchandisers, you will pardon me if I laugh—after making the right exceptions, for of course there are plenty of such exceptions. But they are *exceptions*, and not the rule. The chain stores are far and away the country's keenest merchandisers; no wonder they are the fastest growing distributors in the country, by long odds. They put real brains on the job of buying.

NOW I am going to make the indictment more truly serious—the indictment of lying and cheating and taking bribes. I make no blanket accusation, and I do not even insinuate that these dishonest practices are general. But any fair-minded man who has had experience with department stores will certainly agree with me that they are so widespread as to be a business scandal of no mean proportion in this field. Certainly here they are much beyond the proportion in which they are found in most other lines of business.

"I regard it as downright lying when, as has happened to me a number of times, under promises of other business, I have sold goods at no profit or even a loss because the buyer insisted he wanted goods to retail at 25 cents. After making the sacrifice, and later

checking up the store, I found that it was being sold not at 25 cents, but at 35 cents. When faced with the facts, the buyer said brazenly the article was too good to sell at 25 cents. That he lied to me was of no consequence to him; he had 'put it over' and that satisfied him.

"Innumerable other examples can be given by manufacturers who have received one promise or another to induce them to part with goods at cost or less; which promises were never kept nor were the orders placed which were held out as bait. I recall one instance even more downright than this. I took a buyer to our factory, entertained him and on his earnest request made up a 'job lot' for him which he could feature, as a bargain to accompany a bill of goods he said he would take at our regular line. *The job lot was kept but the regular goods returned.* I maintain that such methods constitute lying and cheating; I am not satisfied with the more gentle term 'sharp practice.'

AS for bribery, it certainly does exist, and it is an ugly, secret, festering sore which is hard to get at. Bribery, you will understand, takes a variety of subtle forms, but stays bribery just the same. The seriousness of this situation you may judge when I tell you that a certain New York department store requires all its orders to carry a notice, which is printed on the order blank, stating that buyers accepting any emolument will be discharged and sellers offering any will be blacklisted.

"There are a great many minor off-standard practices I might speak of, such as the conscienceless abuse of consignment and negligence of customers' goods. I know one store which returned a certain valuable garment jammed up like a rag in a common shoe box! You are probably already familiar with the brazen misuse of consignment by some of our best stores, who try to get manufacturers to carry the risk until they sell, thus aiming to make the manufacturers supply the store's working capital. The organized garment trades have courageously fought this tendency.

"On the department store's side it is only fair to say that they have a hard job. In New York department stores have about 900 salesmen per day calling on them, and you can imagine what kind of salesmen some of them are!"

The specious, double-faced attitude of some department stores is shown by the following facts, related by one of the biggest national advertisers in the country: A certain department store

In view of certain rumors, we wish to emphatically state that the Lejaren à Hiller Studios, Inc., have absolutely no connection with any other photographic organization.

We will continue to produce the highest quality of art work.

Lejaren à Hiller Studios, Inc.
461 Eighth Avenue
New York City



By 1,210,736 Lines

First six months 1925, The Columbus Dispatch exceeded the next largest Ohio Newspaper by 1,210,736 lines—and all other Columbus newspapers combined by 1,952,515 lines.

Net Paid Circulation

City 54,851
Suburban 28,024
Country 22,944

TOTAL CIRCULATION .. 105,819

The Columbus Dispatch
OHIO'S GREATEST HOME DAILY

Poster advertising will add a real punch to your advertising campaign.

Learn the facts about this hard-hitting medium as interestingly told each month in

The POSTER

307 S. Green St., Chicago

Sample copy 30¢
Three Dollars Yearly

National Miller

Established 1898

A Monthly Business and Technical Journal covering the Flour, Food and Cereal Mills. The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

demands of its harassed buyers that they secure at least 26 per cent on every item they buy, that being their "cost of doing business." The question of turnover is entirely obscured and side-tracked. The buyer of this department store, unsuccessfully tried to get special terms from this advertiser on this specious argument, and the head of the national advertiser's research department went to see the head of the store, who repeated the specious argument, fulminating indignantly at the 3 to 5 per cent profit which this national advertiser's terms offer. It's outrageous to expect us to sell on such terms when our cost is 26 per cent," was the complaint.

"But you have been selling our goods for several years," mildly said the research man, who eats figures; "do you claim to have lost money on our goods which have a turnover of 12 to 20 times a year?"

The head of the store began to hedge. "According to your story," continued the research man, "you lose 21 per cent every time you make a sale of our goods! Be a good fellow and let me see the figures of what your profit on our goods was last year."

AFTER a little further hedging and dodging the department store man admitted that 42 per cent was the profit made! The "26 per cent" stuff was simply a club held over the buyers; a story to use on manufacturers who would fall for it.

It is a further fact that many department stores insist on and get a 3, 4 or 5 per cent additional allowance for advertising; which—unless the manufacturers' price is increased to meet it—or unless he does no advertising—is an unfair and unsound charge; as unsound as for the department store to ask the manufacturer to pay his rent. It is only further evidence of the general unsoundness of department store-manufacturer relationships; in particular an unsoundness to national advertisers.

The fault, I believe, lies with department store management. It puts terrific pressure on low-salaried buyers to get bargain merchandise, and gives them no really sound guidance in buying. The "merchandise managers" are aloof somewhere in a sanatorium and are out of touch with manufacturers. *There ought to be a real salesmanager in every department store, who does nothing but study manufacturers.*

Dr. Melville Copeland of Harvard has pointed out how the department store's cost of doing business is 1.5 per cent higher with the stores doing \$1,000,000 annually or over, than with the stores doing less than a million volume. This is one reason why the pressure on buyers is so excessively keen in larger institutions. But it is an open question whether the basic merchandising policies followed by such stores have not been growing more and more unsound as the supply of distress merchandise has become less and less by reason of greater modern manufacturing efficiency.



experience

What will appeal to the majority is learned only by long experience.

For many years I have produced illustrations for magazine and newspaper advertising; also for booklets and window displays. These illustrations have been productive of results.

Fred'k Lowenheim

Illustrator

226 WEST 47th ST.
NEW YORK CITY

C H I C K E R I N G 8 8 8 0



New York's newest and most beautifully furnished hotel—accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250
ROOM WITH PRIVATE BATH—
\$350
ALL OUTSIDE ROOMS



The Only Denne in Canadian Advertising

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

A. J. DENNE & Company Ltd.
Keford Bldg. TORONTO.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.



A TAYLOR THERMOMETER ADVERTISES 24 HOURS EVERY DAY Agents whose clients' products are in keeping with thermometer advertising recommend Taylor Outdoor or Indoor Advertising Thermometers. All year round publicity, because of universal human interest in temperature. Write for catalog and quantity prices.

Taylor Brothers Company

100 WEST 24th St. N-38
(Division of Taylor Instrument Companies)

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.

Incorporated

15 Moore St., New York City
R. W. Ferrel, Manager

Crew Work Up to Date

[CONTINUED FROM PAGE 30]

These orders are turned in to the grocer. A considerable number of persons may thus be reached in a very short time if the store is full.

When the grocer is not busy, the man calls to his attention such stocks as may be short, and takes the grocer's order. In many cases, the salesman takes such complete charge of the stock that he writes his own orders for the grocer. Usually on Saturday an all day demonstration is put on in some grocer's store. Selection of the store depends both on the results possible to obtain and on grocer's own sales.

The Shredded Wheat Company has used another plan which has proved successful. It offered the grocers a specified number of samples for free distribution with all orders over a certain size, so that when the grocer desired to get samples he was compelled to order a stock large enough to cause him to use effort to move it. This plan is open to considerable abuse, however, as overstocking might easily result in a loss of good will to the manufacturer. The Shredded Wheat sample consisted of a package containing two full size wheat biscuits. This tended to offset the disadvantages in that it was valuable enough to interest the consumer and thus concentrate attention on the product.

DEMONSTRATIONS are quite common, during which the product is either given away in miniature size or its use demonstrated and orders taken for the grocer. The makers of Jello are among the largest users of this type of sampling. The Jello is made up and offered to consumers in completed form, and this product makes an attractive display. The manufacturers of Gold Medal Flour have also used this plan, giving away miniature sacks, each containing about a cup of flour. Domino sugar also has been demonstrated in this way, the sample being two loaves of sugar in an attractive package.

In giving such a demonstration in the dealer's store, the samples must be small enough not to interfere with sales in order to get the dealer's cooperation.

The house-to-house sampling plan, up-to-date and *de luxe*, is used by some of the direct-to-consumer salesmen. They have capitalized shrewdly the old time sampling tradition, and played up to the very human desire for a sample. The Fuller Brush Company, operating thousands of carefully trained salesmen, uses a sample of its product in the shape of a vegetable brush; and the fullest psychological advantage is taken of the woman's interest in this sample.

Some food advertisers still use the house-to-house method, but also on a very modernized basis. The Calumet Baking Powder Company is using women with some domestic science

Object photography is a fine art . we have mastered to the satisfaction of many critical advertisers.

Courtesy
Bonwit
Teller Co.



FREDERICK BRADLEY
435 FIFTH AVENUE, NEW YORK

:: Photography for Advertisers
TELEPHONE CALEDONIA 5645

Your Story in PICTURE leaves NOTHING UNTOLD

MAN buys what he used to make—for his home—for his play. And the urge to buy, often even the sale itself, is made by *pictures*.



You are probably using pictures right now, in your catalogs, in your advertising. But after you have wisely spent good time and good money in getting the *right* pictures—don't forget to get the *right engravings*.

GATCHEL & MANNING, Inc.
C. A. STINSON, Pres. Photo-Engravers



W. Washington Sq. 230 South 7th St.
PHILADELPHIA

"WHO IS THIS FELLOW?"

He's a ROTARIAN—He's a man of YOUTHFUL SPIRIT—He's a man of PERCEPTION—He's a PUBLIC-SPiRITED MAN—He's a SPORTSMAN—He's a FAMILY MAN—He's a BUSINESS MAN—He's a WELL-TO-DO MAN—He's a SUCCESSFUL MAN.

He represents a class of men who are leaders in nearly 200 busy communities. They are men who are looked up to 99% of them belong to from one to thirty other organizations and 60% are officers in other organizations.

85% of them own their own homes—96% of them are married and have a total of upward of 200,000 children.

They own and operate 300,000 motor trucks costing conservatively \$300,000,000.

Verily they are fellows worth talking to—talk to them through their magazine.

Advertising Manager:

Frank R. Jennings

221 East 20th Street, Chicago

THE
ROTARIAN
The Magazine of Service

Eastern Representatives:

Constantine & Jackson

7 W. 16th St., New York

Pacific Coast Representatives: Blanchard-Nichols-Coleman, San Francisco, Los Angeles, Seattle

Cincinnati, Ohio: A. Q. Gordon, 28 Pickering Bldg.

Member Audit Bureau of Circulations

DISPLAY advertising forms of Advertising and Selling Fortnightly close two weeks preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations for display advertisements to appear August 26th must reach us August 12th. Classified advertisements will be accepted up to Saturday, August 22nd.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

Compare the editorial contents of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT's circulation is constantly increasing and why it holds a high renewal percentage.

Also why it annually carries the largest volume of advertising in its field.

Further information sent on request.

243 West 39th St. New York

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

Walter F. Wyman

General sales manager of The Carter's Ink Company, has been appointed chairman of the export group session of the Direct Mail Advertising Association Convention to be held in Boston October 29.

G. W. Sherin

For the past six years advertising manager of the American Bosch Magneto Corporation, Springfield, Mass., has resigned from that organization. Previous to the war Mr. Sherin was Eastern manager for the Davey Tree Expert Company and later sales manager for the Foreign Tool and Machinery Company.

Bakers Weekly A.B.C.-A.B.P.

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

BOOT AND SHOE RECORDER

BOSTON

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants of this country. Circulation 13,423 copies weekly. (Member A. B. C.) First choice of the advertiser of shoes, leathers, hosiery or shoe-store goods. Member Associated Business Papers, Inc.

Advertising Calendar

SEPTEMBER 21-24—Advertising Specialty Association, Chicago, Ill.

SEPTEMBER 22-25—National Better Business Commission, Indianapolis, Ind.

OCTOBER 1-4—International Congress of the Business Press, Paris, France.

OCTOBER 2-3—Conference of Advertising Club Executives, Indianapolis, Ind.

OCTOBER 5-6—National Advertising Commission, St. Louis, Mo.

OCTOBER 6-8—Convention of Window Display Advertising Association, Chicago.

OCTOBER 12-13—First district convention of Associated Advertising Clubs, Springfield, Mass.

OCTOBER 14-16—Financial Advertisers' Association, Columbus, Ohio.

OCTOBER 15-16—Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 19-21—Industrial Advertisers Association Convention, Atlantic City, N. J.

OCTOBER 26-27—Convention of Mail Advertising Service Association International, Boston, Mass.

OCTOBER 26-28 (tentative)—Insurance Advertising Conference, Boston, Mass.

OCTOBER 28-30—Convention of the Direct Mail Advertising Association, Boston, Mass.

NOVEMBER 16-18—Annual Meeting, Association of National Advertisers, Inc., Washington, D. C.

NOVEMBER 22-24—Seventh District Convention, Associated Advertising Clubs of the World, Oklahoma City, Okla.

JUNE 19-24, 1926—Twenty-second Annual Convention, Associated Advertising Clubs of the World, Philadelphia, Pa.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.

George C. Lucas

Formerly director of transportation for the National Publishers' Association, has been appointed executive secretary of that organization to succeed Frederic W. Hume. William I. Denning, for many years connected with the Post Office Department in Washington, has been retained by the association as counsel and adviser on matters pertaining to postal rates.

John L. Irvin

Formerly manager of the classified department of the *Des Moines Register and Evening Tribune*, has been appointed classified manager of the *New Orleans Item-Tribune*.

Clinton B. Willey

Has been appointed export sales manager of The Carter's Ink Company, Boston.

The Chambers Agency, Inc.

Louisville office, will direct advertising for the Bronchotone Manufacturing Company, Shreveport, La.

Charles S. Holbrook

Formerly on the advertising staff of the *New York Herald Tribune*, has been appointed to represent the *Engineering News-Record*, one of the McGraw publications, in the New England territory. His headquarters will be in Boston.

The Book-Cadillac

DETROIT'S FINEST HOTEL



All Guest Rooms Above Sixth Floor

Guest rooms of the Book-Cadillac begin on the seventh floor, thus obtaining unusual advantages in light, air and freedom from traffic noise.

All rooms have full outside exposure, giving magnificent views over the city or the Detroit



River. Six express elevators afford rapid access to lobby and public rooms.

Your stay at Book-Cadillac is further made enjoyable by a wide variety of restaurants, serving substantial food at moderate prices.

In warm weather all air supplied to restaurants is automatically cleaned and cooled

THE BOOK-CADILLAC HOTEL COMPANY, DETROIT

ROY CARRUTHERS, *President*

1200 ROOMS WITH BATH, \$4 AND UP.

475 ROOMS AT \$4 AND \$5

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday; \$6 yearly. Member ABP and ABC.

Topeka Daily Capital

The only Kansas daily with circulation throughout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

*Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays*

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 46 years.

Member A. B. C. and A. B. P.

239 West 39th St., New York; First National Bank Building, Chicago; 320 Market St., San Francisco.

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Political Posters Swing Britain's Vote

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bank of England notes in his hands. The text was almost nursery rhyme in effect, but skillfully designed through its rhythm to stay long in public consciousness.

Bolshevik, Bolshevik,
Where have you been?
Over to England
Where the Reds are still green.

Another design of an unemployed laborer showed him watching Pounds Sterling running across the sea to Russia. These colorful posters in pink, blue, red, green, mustard and the vivid scarlet of the red flag of Communism, held the attention of all England on every fence, wall, tree and post throughout the "tight little isle."

A simple, effective poster showed at one side of the picture a Bolshevik with the red flag and the inscription "You can't trust him or his Rag" and at the other side the Empire worker with the Union Jack above the heading "Put your Trust in Britain's Flag."

The Labor Party fought back with a clever appeal to the British love of football with a player heading the ball and the slogan "Use your Head and Vote Labor."

Another series in pastel shades pictured Mr. MacDonald as the "Hope of the World" being taken in hand by the Angel of Peace, while tiny figures representing Germany, Russia, France and other countries look up admiringly.

For three desperate weeks political posters claimed the attention of every man, woman and child and by their radical colors, their vivid picturization, and their adept choice of few and simple words carried the political situation deep into the minds of the people.

On the morning of the general Parliamentary elections the Labor Government was overturned and the Conservatives (Tories) were restored to power with the aid of Liberal votes.

Political posters are not a new feature in Europe, but never before have they wielded such a vital and tremendous power; never before have they been able to arrest and hold the attention of people in all walks of life; never before have ideas so hastily thought up proved so effective, and now that it is all over, we wonder what could have happened had not the power of poster advertising been utilized. It is for the future to say if these lurid posters spread on the highways and byways have effectually stopped the great shadow of Russian Communism that has threatened the very vitals of the British nation.

Irvin Cobb

Will write an advertising campaign for Sweet Caporal Cigarettes for the William H. Rankin Company, New York.

More Frankness in Client Relationship

[CONTINUED FROM PAGE 26]

prove or disprove it, take whether action was proper and call the incident closed.

Let a client become a confirmed kicker on copy, plates, art work, composition or the cost thereof, and his agency isn't worth a tinker's damn to him. Let him bleat about what he is going to do and then do something else, and the service he gets isn't even worth crabbing about. Let him refuse credit for the agency's part in a campaign or disregard or turn a deaf ear to suggestions or recommendations made in good faith and after honest analysis, because they aren't his own, and he takes the very heart out of not one man but an organization that is costing him real money, and that can work him either great good or greater ill.

These are things clients could learn with the aid of a little magic now and then. These are things that they should be willing to learn without the need of the fairy wand. These are things they should know.

Oh, the joy of working with the former agency executive who remembers his trials and tribulations when he sat where you sit; the pleasure of handling the account of that type of executive who says "You know the game or you wouldn't be on the team; take the ball and run with it." What a joy to submit a tentative plan, to go over it with a man in authority, to alter and perfect it; to complete the details, and then to start it through with reasonable assurance that it won't be changed with every whim or every rise or fall of the market. What a joy to have a definite appropriation, a set goal, knowledge of what you are going to do, what you are doing it for and that every agency at the command of the concern you are serving will turn to and help you do it!

No bed of roses, mind you, but macadam at least part of the way; and a lot of good gravel with some steep hills on which you can test both your pull and your brakes.

But above all, frankness on a strictly business basis, with due respect for recommendations and due responsibility for results!

Carlisle Company

New York, will direct advertising for the Morris White Leather Goods Company and White Luggage Goods, Inc., New York, and for Gilbert & Company, manufacturers of Birth-flower engagement and wedding rings.

O. S. Tyson & Company, Inc.

New York, will direct advertising for the Oil Jack Company, same city, manufacturers of the Pederson Oil Jack, a new product about to be placed on the market.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

An unusual mail order opportunity reaching 40,000 of the best consumer buyers in the United States. The entire cost is only 1c. a name including postage direct to the consumer. John H. Smith Publishing Corporation, 154 Nassau St., New York City.

FOR SALE

Stock on hand and Copyrights of Mail Order Publishing Business, of extreme interest to Retail Merchants, especially those who have businesses in smaller Communities. Also Film Rights of these Publications, which have unlimited possibilities for rental of Films to Chambers of Commerce, Rotary and Kiwanis Clubs and other Business Men's Organizations to campaign for "BUYING AT HOME" and keeping business in their towns. Can be sold separately or together. This proposition has great Economic value, and will bring tremendous returns upon the investment. Legitimate reason for selling. Address—C. M. Lansing, Room 759, McCormick Bldg., Chicago, Ills.

Miscellaneous

AGENTS' names neatly typewritten from our one day old inquiry letters. Price right.
K. WORLD
166 W. Washington, Chicago

NEW YORK MAIL ADDRESS \$2.00 MONTHLY

Other services \$3.00 up. Office services. Telephone messages taken \$5.00. Write for circular. Room 501, 32 Union Square, Telephone Stuyvesant 8300.

Service

LET ME WRITE YOUR LETTER!—IT WILL PAY YOU BETTER!

I write letters that produce profits, business, orders, remittances, collections, positions!—Reasonable. Write—HENRY BAUMANN. 1936 Grove St., Brooklyn, N. Y.

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
14 West 40th St., New York City.
Telephone Penn. 3566.

Position Wanted

EXECUTIVE

College man, 35, Christian, 10 years' experience, business getter and copy man, wants position on salary and commission, with established agency having real service to sell. Controls several accounts. Familiar with toilet requisites, industrial and radio accounts. Box 288, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

Vice-President and General Manager for manufacturing concern wishes new connection with live organization; 7 years' sales and advertising, 6 years' accounting and credit experience; age 32. Box 291, Adv. and Selling Fort., 9 East 38th St., New York City.

Position Wanted

DESIGNER AND LETTERER

of exceptional ability. Layouts and dummies. Intimate knowledge of type. Fifteen years' experience. Specimens. Box No. 292, Adv. and Selling Fort., 9 East 38th St., New York City.

COPY WRITER

University Graduate; 5 years' agency experience; know art and can buy; understand production, altho primarily a copywriter. Age 25; Christian; single; references. Box 293, Adv. and Selling Fort., 9 East 38th St., New York City.

MARKET AND MEDIA ANALYST

University graduate, M.C.S.; consistent and conscientious in the pursuit of factual bases for plans, choice of media, and solicitation, seeks broader scope. "M. C. S." care Box 286, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

ADVERTISING AND SALES MANAGER

Technical school graduate. Organized and maintained a sales organization of my own. Metropolitan selling experience. Assistant sales manager with a very large hardware concern. Have planned and carried out salesmen and dealer conventions. Have managed a sales office of seventy people. Originated display material, dealer bulletins, consumer booklets and sales letters, contacted prospective dealers, etc. At present employed as advertising manager for a very successful major household appliance manufacturer. Isn't fifteen years of unusual sales and advertising experience worthy of your consideration? Box 287, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

We know a good man for a concern that wants its advertising geared up. Personally—He's 35, married, owns his own home, Christian, keen, likable. In business—For years he's been advertising manager of a large corporation who sold nationally and advertised the same way. The corporation is fading from the picture, due to a revolution in the industry, but the experience gained by this man is available and valuable. Mr. L. will let you make your own terms for the first 90 days. Let us put you in touch with him. Address Box No. 284, Adv. and Selling Fort., 9 East 38th St., New York City.

Help Wanted

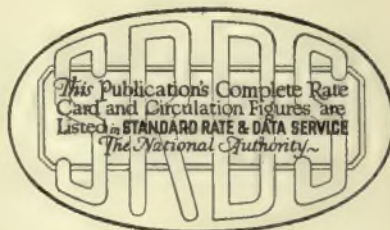
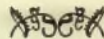
Solicitors for advertising in publishing field for New York City, Boston, Philadelphia and other cities. New trade paper with rapidly growing circulation. Good opening for men who know field in their cities. Book Dealers' Weekly, 730 Fifth Ave., New York.

SALESMEN

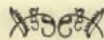
To call on Agencies, Publishers, Advertising and Sales Managers; part or full time. Prospects know us. The suggestion is all that is necessary to secure orders; liberal commission; state territory you cover. Box 289, Adv. and Selling Fortnightly, 9 East 38th St., New York City.

“Within the past few days, I have completed quite a job—requiring almost constant use of **STANDARD RATE AND DATA SERVICE**. After doing this, I cannot help but write you a few lines to express my appreciation of your Service.

*D. J. Crimmins, Contract Manager,
Harry C. Michaels Company,
An Advertising Agency
New York City.*



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in **STANDARD RATE & DATA SERVICE**.



STANDARD RATE & DATA SERVICE

536 LAKE SHORE DRIVE
CHICAGO

New York

San Francisco

London

A representative of this newspaper Sextette will welcome an opportunity to discuss with manufacturers or their advertising agents a sales plan based upon standardized merchandising service representing the highest type of efficiency.

Kindly address your inquiry to the nearest office:

<i>EASTERN OFFICE</i>	<i>WESTERN OFFICE</i>	<i>NEW ENGLAND OFFICE</i>
<i>2 Columbus Circle</i>	<i>Hearst Building</i>	<i>5 Winthrop Square</i>
<i>New York</i>	<i>Chicago</i>	<i>Boston</i>
<i>R. E. BOONE</i>	<i>H. A. KOEHLER</i>	<i>S. B. CHITTENDEN</i>

Boston American
Chicago Evening American
Detroit Times
Rochester Journal
Syracuse Telegram
Wisconsin News (Milwaukee)

If you owned your dealers' stores would your present advertising suit you?

SURVEY after survey proves that retail merchants want newspaper advertising to back up the products they stock and sell. Whenever their vote is taken, their answer is, "Give us newspapers."

The manufacturer may take issue with this verdict. He may say that dealers do not understand his sales and advertising problems. He will admit that the dealer has the opportunity to know, first hand, what kind of advertising mediums create the largest number of sales over the counter.

But, the manufacturer may ask, What about dealer influence, prestige, expense, coverage?

Answer These Questions from the Viewpoint of Your Dealers

Suppose, however, that he owned the stores that sell his products to the ultimate buyer.

Then wouldn't the only kind of advertising that counts be the kind that his experience had proved would sell the most merchandise? Wouldn't consumer demand be the yard stick by which he measured the prestige of his advertising?

Wouldn't common sense urge him to confine advertising circulation to areas where he had established retail outlets?

Wouldn't he build his business faster and more safely by concentrating his stores within rich areas instead of spreading them over wider territory? Wouldn't this make possible more powerful and intensive advertising at a lower cost per store than if distribution was spotted?

Many manufacturers have been asking themselves these questions, and finding the correct answer. The latest tabulations show that the country's fifty-nine leading advertisers, with annual appropriations ranging upwards of a half million dollars, spend **\$3,400,838* more for national**

advertising in newspapers every year than they spend in thirty-one leading magazines.

Smaller advertisers also are finding newspapers to be the most profitable medium they can use. For example, three manufacturers, with scattered distribution in three different fields of selling, decided against stretching a limited advertising budget across the country. Instead, they would pick compact, rich areas and concentrate their sales and advertising efforts on them—building them up one at a time.

For their first drive, these three manufacturers selected The Chicago Territory—Illinois, Indiana, Iowa, Wisconsin and Michigan. Their reasons were definite and four-fold: (1) It has 17% of the country's population. (2) It makes 19% of the total income tax returns. (3) Yet it covers less than 9% of the country's area, and (4) A single newspaper dominates and influences the entire five states.

The first year, The Chicago Territory sales of these manufacturers (which totaled in the millions before the drives began) jumped 57%, 77% and 175%. Their dealer forces were increased during the same period in this area, 89%, 43% and 414% respectively.

Isn't This the Kind of Prestige and Dealer Influence You Want?

There is nothing intangible about that kind of dealer influence. Here is prestige put into the concrete form of amazing gains in sales volume and profits.

These are but three examples from a volume of evidence proving that the kind of advertising you would choose if you were in your dealer's place is the kind that will pay you best as a manufacturer.

If you are interested in advertising that will sell your goods in a larger volume at a lower cost per unit of sale, a Chicago Tribune man has a story that will interest you. He has a sound, workable plan to put before you that is producing astonishing results for other manufacturers. It may be as profitable to employ in your business. Why not send for him?

*This figure is based on the estimates compiled by the Bureau of Advertising of the American Newspaper Publishers' Association and on estimates compiled by Cronell Publishing Company, which included all space used in thirty-one leading magazines during 1924.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation Over 600,000 on Week Days and Over 1,000,000 on Sundays



The 1925 Book of Facts on markets and merchandising is now ready and will be sent to any selling organization requesting it on business stationery

Public Library,
Kansas City, Mo.

